

Austria	Stc2	Indonesia	Rs3100	Portugal	Esc100
Belgium	Bel2	Italy	Ital50	S.Africa	Rbs100
Bulgaria	Bgl50	Ivory	Iv50	Singapore	S\$4.10
Canada	Bc10	Japan	Yen100	Spain	Pts125
Denmark	Dkr1.75	Malta	Mal10	Switzerland	Fr2.20
Egypt	Ecs2.25	Kosovo	Fls500	Turkey	Sk100
Finland	Fmk100	Lithuania	Ltl100	United Kingdom	£1.30
France	Ffr1.20	Luxembourg	Ltr100	United States	\$1.00
Germany	Dr1.20	Malta	Mal25		
Greece	Dr1.20	Morocco	Mro100		
Hong Kong	Hks12	Turkey	Ltr100		
Iraq	Rsd15	UAE	Uae150		
India	Rsl5	Norway	Nkr7.00		

# FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

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Europe and high technology: back to basics, Page 12

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## World News

## Business Summary

### Aquino signs land break-up decree

President Corazon Aquino of the Philippines signed a long-awaited and sensitive decree on land reform to permit the break-up of large estates and enable the country's peasant farmers to become landowners, although it did not detail the timing of the break-up. Page 14

### Salvaging the Titanic

A French ship arrived off the coast of Newfoundland to begin salvaging treasures from the Titanic buried on the ocean floor for 75 years. Negotiations were completed yesterday for the 54-day expedition which will cost \$2.25m. Page 15

### S. Korean floods

More than 100 people were feared dead in South Korea after two days of torrential rain caused floods and landslides. Page 15

### Kurdish attack

Suspected Kurdish guerrillas killed six villagers in two separate attacks in south-eastern Turkey. Kurdish rebels have killed about 500 civilians and soldiers since their insurgency in 1984. Page 15

### Ugandan round up

A newly formed military police force has begun rounding up off-duty Ugandan soldiers to tighten up discipline and smarten up the army's image after accusations of atrocities against civilians. Page 15

### Britons hurt in Spain

Twenty-five British holidaymakers were injured in north-east Spain when the coach taking them to the Costa Brava skidded off the road in heavy rain and overturned. Page 15

### Direct Action arrest

West German police arrested a suspected member of the French left-wing terrorist group Direct Action who allegedly took part in several of the group's attacks. The 20-year-old French man was seized on a Munich street. Page 15

### New York heat

A heat wave broiled the eastern two-thirds of the US yesterday causing record demands for power and at least one death. New York city workers were sent home as temperatures soared to the 90s with high humidity levels. Page 15

### Zimbabwe emergency

The Zimbabwe Government has asked parliament to extend a 22-year-old state of emergency for another six months to deal with rebel activity in the southern provinces of Matabeleland and Midlands. Page 15

### Turkey drops charges

A Turkish military court has dropped charges against a Jordanian Embassy employee accused of spying for Syria. Mr Adnan Musa Sulaiman Amar, a transistor, had earlier been acquitted of involvement in the 1985 slaying of a Jordanian diplomat in Ankara. Page 15

### Lebanon alliance

A pro-Syrian front grouping 12 Lebanese Moslem and leftwing factions was launched under the banner of Lebanese-Syrian integration at the economic, social, educational, foreign policy, security and defence levels to co-ordinate joint military operations against Israel. Page 15

### Soviet prostitution

The Soviet Union has proposed fines of up to 200 roubles (\$310) for convicted street walkers, although prostitution does not officially exist. The proposal is widely seen as recognition that prostitution is a major factor in the spread of AIDS, now acknowledged as a problem in the country. Page 15

### Vietnamese refugees

A rescue ship arrived in the French port of Rouen carrying 228 Vietnamese refugees destined for asylum in five European countries under sponsorship from French and West German humanitarian groups. Page 15

### Brussels probing planned BA merger

EC COMMISSION is investigating the proposed merger between British Airways and British Caledonian to see whether the link-up would distort free competition in EC air transport. Page 14

SEARS ROEBUCK, world's largest retailer which has diversified widely into financial services, reported a 37 per cent rise in net income for the June quarter, with all its main businesses pushing ahead. Page 15

AIR FRANCE, French national airline, plans to open 15 per cent of its capital to the public through a new share issue before the end of this year. Page 15

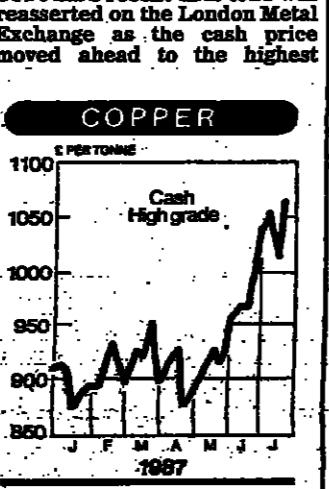
WALL STREET: The Dow Jones industrial average closed up 22.40, 18. Page 33

TOKYO: Selling of high technology and consumer stocks drove prices sharply lower for the fourth consecutive session. The Nikkei average fell 375.62 to 22,702.74. Page 33

LONDON: News of substantially worse UK current account deficit than had been expected sent equities and gilts into a steep fall. The FT-SE 100 index fell 46 to 2,344.5 and the FT Ordinary index was off 39.6 to 1,833.4. Page 33

COPPER'S recent firm tone was reassured on the London Metal Exchange as the cash price moved ahead to the highest

COPPER



closing price for 22 months, gaining £40.50 at £1,065 a tonne. The three-month position closed with a 237 gain at £1,051.50. Commodities Page 26

GOLD rose \$2.50 on the London bullion market to close at \$454.75. It also rose in Zurich to \$455.25 (Fr452.25). Page 26

STERLING closed in New York at DM 1.5945 (Fr1.9690); to FFr 9.90; to SFr 1.4225 (Fr 1.4225); to £1.6230 (Fr1.6230); to £1.6235 (Fr1.6235); to SFr 1.5480; and to Y152.30 (Y152.70). On Bank of England figures the dollar's exchange rate index rose 0.1 to 104.0. Page 27

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BENETTON, leading Italian clothing group, has been blocked by the Bank of Italy from acquiring control of Credito Italiano, medium-sized Milan bank. Page 16

MARZOTTO, publicly quoted Italian textile and clothing company based in northeastern Italy, is to pay L.169.5bn (Fr125m) to acquire from the ENI state holding group its Lanerossi textile subsidiary. Page 16

UNION PACIFIC, major US transportation and resources group, lifted second-quarter operating net earnings from \$110.1m or 95 cents a share to \$143.3m or \$1.25, and said it should achieve a strong earnings gain for all of 1987. Page 15

PEPSICO's second quarter net income rose 37 per cent to \$191.6m or 72 cents a share, on a 37 per cent rise in revenues to \$2.5bn, special gains and the benefit of acquisitions. Page 15

CLARENDRON GROUP, closely held Bermuda-based insurer, has offered more than \$600m for the Argonaut Group, Los Angeles casualty insurer spin off last year by Teledyne, West Coast conglomerate. Page 15

President Estenson's experiment in neo-liberal economics has been traumatic. Page 14

### Sri Lanka proposes homeland for Tamils

BY MERVYN DE SILVA IN COLOMBO

PRESIDENT JUNIUS JAYA WARDENE of Sri Lanka has proposed the merger of the island's eastern and northern provinces into a semi-autonomous Tamil homeland in a secret memorandum to Mr Rajiv Gandhi, Prime Minister of India.

This is the most significant move so far to try to end the ethnic crisis in Sri Lanka. However it has been put together in the absence of the Sri Lankan Prime Minister, Mr Ranasinghe Premadasa, who is currently in Japan and has been one of the most vociferous critics of both merging the two provinces and giving the Tamils a homeland.

The secret memorandum proposes:

• all parties agree to preserve the territorial integrity of Sri Lanka and its military constitution.

• the Government recognises the multi-ethnic character of Sri Lanka, the distinctive cultural identity of the Tamil people and their rights in their historical areas of habitation - the closest any government has come to meeting Tamil demands for a "traditional homeland" in the north and east provinces.

• elections before the end of this year for nine provincial councils, each having its own governor, chief minister and board of ministers. Most significantly, the north and east will be combined to count as one province.

feel they give too much to the Tamils.

But all the Tamil leaders, including those of the Tamil United Liberation Front, the main Tamil Parliamentary party exiled in Madras, have responded positively. A TULF spokesman said the offer to merge the east and north was "a concession of fundamentalists and therefore a major breakthrough."

The proposals come after four years of insurgency which has claimed more than 6,000 lives as the Tamil guerrillas waged a violent campaign and took complete control of the Jaffna peninsula. The crisis worsened last month when the army launched a massive offensive against Jaffna and India interdicted by dropping relief supplies to the area.

The key sticking point in the dispute has always been the Tamils' claim to the eastern as well as the northern province. The Tamils comprise only a third of the population of the eastern province, and although they have lived there for a long time, their traditional areas of habitation do not generally extend more than about six kilometres inland from the coast.



### Thomson of France to buy RCA division from GE

By Paul Betts in Paris

THOMSON, the French nationalised electronics group, is buying the RCA consumer electronics brown goods business from General Electric of the US as part of its continuing strategy to become a world leader in electronic brown goods.

The transaction, disclosed last night, will also see General Electric take control of Thomson's medical equipment subsidiary, CGR.

The acquisition of the consumer electronics business will virtually double Thomson's annual consumer electronics turnover from FFr 20bn to FFr 40bn (\$3.2bn - \$6.4bn). The move follows Thomson's acquisition last month of Thorn-EMI's Ferguson electronic brown goods business.

The two groups declined to disclose the value of the major transaction which is due to be finalised before the end of this year. However, Thomson is expected to have to pay General Electric a substantial sum since the RCA businesses it is taking over are far larger than the CGR medical equipment business Thomson is selling to General Electric.

GE acquired the RCA businesses in 1985 when it took over the RCA conglomerate. GE will also retain a 19.9 per cent stake in the RCA brown goods business, including televisions and video cassette recorders, which it is selling to Thomson. At the same time, Thomson will also be retaining a similar 19.9 per cent stake in CGR.

The consumer electronic businesses Thomson is buying from RCA currently have annual sales of about FFr 20bn while CGR which GE is taking over has annual sales of about FFr 4.8bn.

Unlike the two previous days, when Iranian warships called up by radio over a dozen merchant vessels in the Strait, there was an uncharacteristic silence yesterday as the six-ship convoy overcame its first hurdle.

The deal will give Thomson major access of the US TV and video cassette recorder market and turn it into one of the world's three largest companies in this sector along with Philips and Matsushita. The GE-RCA consumer electronics businesses have a share of about 22 per cent of the US TV and video cassette recorder market.

The operation reflects the current effort of Mr Alain Gomez, the Thomson chairman, to give Thomson's consumer businesses the critical size to become a world leader in the highly competitive field of electronic brown goods. Thomson's consumer electronic consumer businesses have recently staged a strong financial recovery reporting profits of FFr 809m last year compared with FFr 356m the year before.

### Gorbachev offers to remove nuclear warheads from Asia

BY ROBERT MAUTHNER, DIPLOMATIC CORRESPONDENT, IN LONDON



"Mr Gorbachev said in the interview that he was prepared to drop the previous Soviet condition that both superpowers should be allowed to keep 100 warheads on their own soil as part of an agreement to eliminate all intermediate nuclear forces (INF) from Europe. Under the so-called 'zero option' endorsed by both the Soviet Union and the US, he was prepared to drop the previous Soviet condition that both superpowers should be allowed to keep 100 warheads on their own soil as part of an agreement to eliminate all intermediate nuclear forces (INF) from Europe. Under the so-called 'zero option' endorsed by both the Soviet Union and the US, he was prepared to drop the previous Soviet condition that both superpowers should be allowed to keep 100 warheads on their own soil as part of an agreement to eliminate all intermediate nuclear forces (INF) from Europe. 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## THE GULF CONFLICT

## US armada puts its faith in vast firepower

BY ANDREW WHITLEY IN KUWAIT

PLoughing steadily up the Gulf yesterday in the sweltering 120F degree heat of mid-summer, nerves stretched for any sign of a buzzing speedboat which just might be packed with explosives, the crews of the six-ship American convoy—two re-dug Kuwaiti tankers and four warships—can be in no doubt about the significance of their mission.

After the crippling of the Stark in May by an Iraqi missile and the debacle of the US hostage rescue mission in 1980, another military humiliation would be catastrophe for American prestige and diplomatic clout. The Soviet Union is making steady inroads in what, until the 1979 Iranian revolution, was effectively a Western lake, and any further US setback would undoubtedly accelerate this process.

To ensure that nothing gets through the protective cordon around the two tankers, the

Pentagon has mounted one of its most ambitious military efforts since the end of the Vietnam War.

With 15 warships headed by the aircraft carrier Constellation already in place, either just outside the Straits of Hormuz or within the Gulf, from their Bahrain station, the firepower which can be mustered to meet any conventional threat is overwhelming.

Against this mighty armada, Iran possesses four modern British-built frigates, its recently acquired Swedish motor launches and another 10 French missile boats.

The challenge to the US, if and when it comes, is most likely in the shape of the more ideologically committed Revolutionary Guards naval corps, operating in small fast boats from islands in the Gulf, than it is from Iran's conventional navy. Packing shoulder-

fired missiles, rocket-propelled grenades and even machine guns, these are the guerillas which have been tormenting Gulf shipping in recent months: a considerable menace, but not usually lethal.

In the early days of the "Korwar" in 1984 and 1985, Iranian F-4 Phantom and missile-firing helicopters were the Ayatollah's favoured weapon against the lumbering, vulnerable oil tankers. But beginning about nine months ago shipping analysts might say it is the Revolutionary Guards who have taken up the fight at sea.

The much-publicised latest weapon in the Iranian armoury, the Chinese Silkworm surface-to-ship missile, carries a lethal punch. But military experts here say its Russian-based radar guidance system is old-fashioned and not particularly accurate. Certainly the jamming devices employed by the EA-6B electronic warfare aircraft deployed from the Constellation

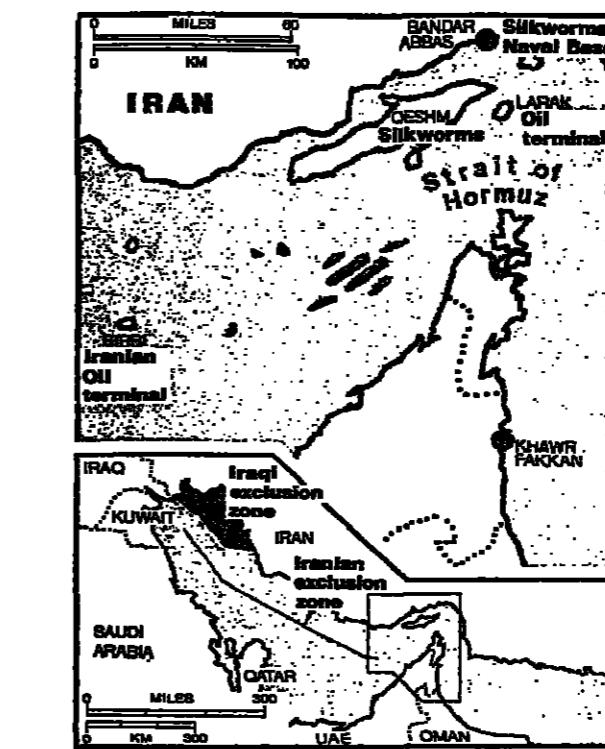
ought to be a more-than-adequate counter.

Silkworms are understood to have been placed on several strategically placed Iranian islands at the lower end of the Gulf, such as Qeshm and the two tiny Tums. But according to Western intelligence sources, as of yesterday their give-away radar systems had not been switched on, indicating that they were not ready for firing.

Both Bahrain and Kuwait

have made it clear that no land-based facilities can be provided to the US aircraft. So the F-14 Tomcats and A-6s providing air cover for the shuttling US convoys are, at present, probably restricted to the lower half of the Gulf, within the flying range of the Constellation.

The worrying fact, however, is that all recent Iranian attacks on shipping have been at the northern end of the Gulf, nearer to Kuwait. The last hit in the lower Gulf was over 11 weeks ago, when a Panamanian-regis-



## Nervous markets take a cooler view

By Lucy Kellaway

UNTIL two weeks ago the tanker war in the Gulf was just background noise to the oil market. For seven years Iraq and Iran have been attacking ships passing through the Gulf without doing any appreciable damage to oil supplies. Indeed, the market has become so acclimated to the war that fresh incidents have generally passed unnoticed.

But in the past fortnight the Gulf has shifted to the centre of the oil traders map. As the market has contemplated for the first time the possibility of a direct conflict between the US and Iran, prices have jumped, spoiling the quiet that had prevailed since the beginning of the year. In the US in particular traders have taken an alarmist view of events, and the price in West Texas Intermediate has traded as well over \$21 a barrel, at least \$2 higher than official Open selling prices.

What the market fears is an interruption of supplies from the Gulf, which currently handles over 8m barrels of oil a day—about one third of total Open output.

Oil consumers are estimated to be building up their oil stocks at 1m barrels a day—about twice the usual rate for this time of year. Speculators have pushed up prices even further.

But over the past two days the mood has begun to change. The first reflagged tankers have started to move smoothly through the Gulf, the market is wondering whether it has been overreacting to events. Since Monday prices have slipped more than 70 cents.

Earlier alarmist talk of the growing importance of the US of Middle East supplies which currently account for 10 per cent of consumption has all but evaporated. It is being replaced by a more sensible consideration of the real risks of a supply interruption—which most analysts, especially European ones, judge to be tiny. They reflect that disturbing supplies is the last thing either side wants.

The market is starting to reinterpret the sabre rattling of the past two weeks, seeing it more as a publicity exercise than as a genuine expression of hostile intent. Mr Humphrey Harrison of Banque Paribas Capital Markets argues that the US is trying to redress the damage caused to its relations with the Middle East by the Iran-Iraq war, while Iran is chiefly interested in propping up the oil price.

But even if oil traders' more extravagant fears are justified, the effects of a disruption to oil supplies would not lead to repeat of the oil price shocks of the 1970s. This time there is a large spot market for oil creating a greater marginal supply to take the strain on prices.

Moreover, the US and other Western countries have built up very large strategic oil reserves ready to be mobilised quickly at the slightest whiff of a supply crisis. Government reserves are now about 730m barrels, of which about 500m are in the US.

## Slim prospects for effective ban on supply of arms

BY ANDREW GOWERS, MIDDLE EAST EDITOR

## THE MILITARY BALANCE

IRAQ

Defence spending (1985) \$12.87bn  
Regular armed forces 845,000  
People's army 650,000  
Combat aircraft 500  
Main battle tanks 4,500

IRAN

Defence spending (1985-86)  
\$14.07bn  
Regular armed forces 704,500  
Base (strength unknown)  
Combat aircraft 600  
Main battle tanks 1,000

NB All equipment figures very approximate and subject to loss.  
Source: International Institute for Strategic Studies

## Kuwait prompts UK confusion over reflagging

By Kevin Brown,  
Transport Correspondent

THE WAS confusion in British shipping circles yesterday over reports that Kuwait had applied for permission to reflag a number of tankers in the UK.

The reports provoked a furious debate in the British House of Commons, where Mrs Margaret Thatcher, the Prime Minister, told MPs that Kuwaiti ships could apply to reflag, and would then qualify to reflag Royal Navy protection.

Her statement was interpreted as an invitation to Royal Navy to do so—but shipping experts quickly pointed out that it was actually no more than a statement of existing procedure.

No application for reflagging has been made, and none is expected, at least in the short term, not least because of the lack of naval protection Britain would be able to offer.

There are only two Royal Navy ships on patrol in the Gulf, and neither ventures north of Bahrain, leaving the major part of the journey from the Straits of Hormuz to Kuwait without a British presence.

The reflagging rumours began in Kuwait on July 14, when Mr Ali Ossoud saw Mr David Mellor, the British Minister of State for Foreign Affairs, made preliminary inquiries through Mr Peter Hinckiffe, the British ambassador, about the nature of the UK register.

These inquiries were followed up in London on Tuesday, when Mr Ali Ossoud saw Mr David Mellor, the British Minister of State for Foreign Affairs, made preliminary inquiries through Mr Peter Hinckiffe, the British ambassador, about the nature of the UK register.

An application to reregister ships would have to be made through the Registrar General of Shipping, an official of the Department of Transport, and no application had been received by last night.

There is no question of Kuwait being invited to apply, or of special exemptions being made.

Iranian leaders in Tehran of

struggle against Iraq have been wavering in realising their fact that the great powers, with whom they still "world

arrogance" are against them.

But they have never seemed as isolated as they do this week following their rejection of the UN Security Council's unanimous resolution calling for a ceasefire in the Gulf war.

Eastern, Western and non-aligned nations alike are now ranged against Iran's continued prosecution of the conflict. A number of countries have broken off relations with Tehran altogether in response to alleged subversion or failure to play by the diplomatic rules, the most recent being France.

Even those few radical states which originally sympathised with the Islamic regime in its

Iranian victory. Indeed, the Soviets arguably have more at stake than they do, to be Iran's main weapons supplier and are owed billions of dollars by Baghdad.

Yet this has not prevented them from maintaining a cautious dialogue with Tehran. There was a considerable improvement in this relationship last year, amid talk that the two countries might be on the point of reopening an important natural gas pipeline from Iran to the Soviet Union.

This deal has yet to materialise and relations took another turn for the worse earlier this year when the Soviets came out more openly in support of Iraq. But as the temperature has risen between Iran and the West in recent

weeks, Iranian leaders have been careful in recent weeks to avoid offending Moscow.

There is of course a limit to how close Tehran's Islamic regime will want to get to Moscow's atheist one. But the Soviet-Iranian relationship constitutes an important political "card" for both sides. Both are well aware of their ability to play on US fears that Moscow has been gaining a toehold in an area which it considers to be strategically vital.

The Soviet Union has every interest in cultivating Iran:

they share a 1,000-mile border; the Iranians provide substantial support for guerrillas fighting the Soviet occupation of Afghanistan; and not least, a significant proportion of the Soviet population is Moslem.

As international diplomacy aimed at ending the war moves into a higher gear, the most intriguing questions concern Iran's ties with the Soviet Union and with Syria (see below).

To all intents and purposes, Moscow is on the same side as Washington in the Gulf war. Like the US, the Kremlin has absolutely no interest in seeing

Iranian victory. Indeed, the

Soviets arguably have more at

stake, since they continue to be

Iran's main weapons supplier

and are owed billions of dollars

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## Tehran ends up more isolated than ever

BY ANDREW GOWERS, MIDDLE EAST EDITOR

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have always taken pride in the fact that the great powers, with whom they still "world

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But they have never seemed

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## WORLD TRADE NEWS

### Toshiba chases Pentagon order

By Ian Rodger in Tokyo

**TOSHIBA**, the Japanese electricals group under the threat of a ban of its products from the US, is to submit a final tender for a US Defence Department order for \$100m worth of laptop computers.

Mr Joichi Aoi, Toshiba President, said last week that the company was hesitating about making a bid because of the sensitive situation in the US.

The US Administration and Congress have been offended by the sale by a Toshiba subsidiary of sophisticated machine tools to the Soviet Union which may have been used to make quieter submarine propellers.

#### Computers

Initiatives have been launched aimed at preventing the company from tendering for the Pentagon computer contract and from selling any of its products in the US.

Mr Aoi said the company was also hesitating because it would have to manufacture the computers in the US if it won the contract.

This is because in April the US imposed 100 per cent punitive tariffs on a wide range of Japanese electronic goods, including personal computers, in retaliation for Japan's alleged failure to abide by a bilateral agreement on semiconductor trade.

#### Equipment

Toshiba said yesterday that if it won the order, it would make the computers in its California plant, opened earlier this year.

• The bid by Matsushita Electric Industrial of Japan to export consumer electrical manufacturing equipment to the Soviet Union appears to have little chance of success, Reuter reports from Tokyo.

Tensions between the company and Soviet officials have centred on the sale of equipment for making such items as VTRs, refrigerators and nickel-cadmium batteries, Matsushita said.

The company said that negotiations have been called off because of the Soviet Union's lack of foreign exchange. Their apparent failure, the company added, was not related to the recent row over illegal exports to the Soviet Union by Toshiba Machine Co.

Trade bill will now move to a House-Senate conference committee, Nancy Dunne reports

### Congress faces toughest challenge in years

**PASSAGE** through the US Senate of the trade bill by an overwhelming majority (71 to 27) has shifted attention will now shift to a House-Senate conference committee, where Congress will face its most complicated procedure challenge in years.

The huge, potentially destabilising, largely differing bills passed by the two houses were created by 11 House and nine Senate committees.

Members representing each committee will be appointed to the conference, and although the procedure has not yet been decided, the members may well be subdivided into smaller groups to negotiate differences in various sections of the bills.

Work is not likely to begin until the end of the month, and may even be delayed until after the summer, scheduled to run from August 8 to September 9. During the humid Washington August, congressional aides will have the unenviable task of laying the groundwork for the reconciliation of the two bills.

At some point, the White House will enter the haggling, in the hope of fending off provisions it finds most objectionable. Neither bill can be said to be more "pro-

tectionist" than the other.

The House version is seen as more restrictive in its provisions, tightening up dumping and countervailing duty statutes. The Senate bill, passed on Tuesday, is tougher on enforcement, giving temporary protection from imports and no negotiations. The White House ideal will be to get agreement on the weakest provisions in each bill.

Topping the "veto-hat" list

is the House-passed amendment sponsored by Congressman Richard Gephardt as a launch pad for his presidential campaign. The measure would require the Administration to negotiate with countries found to have "excess and unwarranted" trade surpluses — principally Japan — and if the balance is not redressed, the Administration would have to act unilaterally to limit the country's exports.

Although the provision is deemed to be wildly protectionist, it gives the Administration an escape hatch so large that it need never be employed. The President is permitted to waive retaliation if it is not in the US economic interest to act.

The Senate, although just as

awfully determined as the House "to enhance US competitiveness," passed a provision

seen as more "moderate." It would require the President to determine which countries have a consistent pattern of trade and investment practices which would require companies to give 60 days notice to their employees when they are planning layoffs or shutdowns.

The White House would have been happier if control of the trade legislation had been retained by Senator Lloyd Bentsen, and Congressman Dan Rostenkowski, who head the committees which have primary responsibility for trade. Both

are seen as pragmatic moderates, who would compromise to get a bill passed.

However, the bad news for the Administration is that the unyielding legislation is clearly beyond the chairmen's jurisdiction with provisions bearing on education, labour, investment, banking, education, and foreign policy. Thus, the shape of the final package has fallen into the more combative hands of Congressman Jim Wright, the House Speaker, and Senator Robert Byrd, the Senate majority leader.

If the President vetoes the bill, he could face the crushing defeat of its override.

Democrats have a large House majority, and it is unlikely to be staved off there. The bill may be in the Senate by four more votes than were needed to override a veto, and two

Democrats were absent.

Japanese imports in the

domestic market are estimated at \$500-3,600 tonnes a year, 75 per cent of total imports. The chemicals contained in the earth are used to make colour

TV sets, printers and high

technology products.

President Reagan can wait

until next year to seek negoti-

ating authority, but he will be

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The failure of the US Govern-

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round and hinder the hope of

solving many of the trade con-

flicts which have so indrawn

Congress.

The House bill gives the

Administration the mandate it

needs to conduct the talks and

a "fast-track" procedure to

obtain Congressional approval

of the final result. The Senate

in response to calls for limiting

the President's authority, laid

out a procedure for revoking

the "fast-track" and failed to

give the president the delega-

tion of authority granted in the

Tokyo round to negotiate tariff

reductions without Congress

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Congress.

Other complaints about the

Senate bill are that it is

the business committee

and not a trade committee

which has the authority to

oversee trade issues.

It is not clear whether the

Senate version would count a

veto, although the White House

has hinted that it would. The

Administration, however, has

other complaints about the

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(You can pull your fingers out now.)



## UK NEWS

## Defence budget will not be cut says Younger

BY LYNTON McLAINE

EVEN IF the Geneva arms talks were successful in scrapping cruise missiles and Soviet missiles, this would not lead to defence budget cuts, Mr George Younger, Defence Secretary, warned yesterday.

Speaking ahead of today's Cabinet discussions on public expenditure, he said: "The West will still be faced with the need to preserve its ability to sustain its strategy."

He told a conference on the future of air power at King's College, London: "There is clear evidence of Soviet interest in an intermediate nuclear force agreement."

But he said he knew of no suggestions "that we would be able to cut our defence budgets if, as we hope, we see the back of some 1,000 Soviet nuclear missile systems in return for a further few of our own."

Mr Younger said: "We shall still be faced with the need to maintain effective nuclear deterrence." The West was now looking at how this should be done.

## Lawson criticises lack of help for sub-Saharan area

BY JANET BUSH

BRITAIN'S fellow industrialised countries were dragging their feet on taking measures to help heavily-indebted nations in sub-Saharan Africa, Mr Nigel Lawson, the Chancellor, said yesterday.

In a speech to the all-party parliamentary group on overseas development, he strongly urged creditor nations to join an initiative to alleviate indebtedness in the poorest African countries.

His three-point plan, unveiled at the April meeting of the International Monetary Fund in Washington, suggests creditor nations should convert aid loans into outright grants, agree longer repayment periods and generous grace periods for other official loans and reduce the interest rates payable on these debts to well below market levels.

He said yesterday: "We have a moral responsibility, as well as an economic one, to some of the poorest countries in the world." He urged "those countries which have so far been dragging their feet to join in this initiative, so that we can agree a timetable for action at the international meetings this autumn."

His main criticism of other industrialised nations centred on lowering interest rates on sub-Saharan debts. He said there had not yet been enough support for his proposal from other creditor countries.

The Chancellor rejected the reluctance of some industrialised countries, notably the US, to lower market rates on this debt because of the budget cost involved.

"Clearly, this (lowering rates) is not to be undertaken lightly. But since there is no realistic prospect of actually securing anything like full repayment if rates are not reduced, we have to regard this cost as one that has been incurred already. The question is how we face up to it. My proposal is that we should do so in an orderly way over a reasonable period of years," he said.

The Chancellor stressed interest rate relief should be made available only to countries which were implementing satisfactory economic reform policies and his proposals on sub-Saharan Africa were not a more general model for other debtor countries. Unlike the main debtors of Latin America, the poorest and most heavily-indebted countries of sub-Saharan Africa had no chance of returning to viability through their own efforts.

More generally, Mr Lawson complained the way commercial banks were now dealing with the debt problem on their books with a more realistic approach to making provisions.

## Confidence among Scots companies 'increasing'

BY JAMES BUXTON, SCOTTISH CORRESPONDENT

CONFIDENCE AMONG Scottish companies about business prospects is increasing: employment is growing and companies are raising their investment intentions, according to the latest Scottish Business Survey.

The report shows that a substantial number of manufacturing companies are experiencing higher sales and increased orders, even in depressed sectors such as metal manufacture and mechanical engineering.

The survey, carried out in June and early July by the Fraser of Allander Institute at Strathclyde University, says the manufacturing sector of the Scottish economy is in a relatively healthy phase.

Much of the demand comes from outside Scotland, it says. Exports do not appear to have suffered from the appreciation of sterling earlier this year.

On the other hand, which has been badly hit by last year's downturn in the oil price, does a small majority of companies

report a more pessimistic outlook.

Optimism has also increased in the Scottish construction industry, with companies expecting increased private sector orders. Companies in Edinburgh, Dundee and Glasgow forecast increased employment, but those in Aberdeen expect a reduction.

Wholesalers also show increased optimism, although they report a reduction in employment over the past three months and expect further cuts. Overall retailing companies are optimistic, particularly in Glasgow.

The survey also shows that 35 per cent of companies in all sectors had difficulties retaining employees in the preceding three months.

The biggest shortages were of manual workers, but a lack of managerial, technical and professional staff was also reported.

## Chancellor welcomes debt moves by banks

By Alexander Nicoll

MR NIGEL LAWSON, the Chancellor, yesterday welcomed as realistic the provisions taken by banks against their Third World debt exposure even though they force the Treasury to forgo a large amount of tax revenue.

His remarks raised some speculation among bankers that the Inland Revenue would adopt a more liberal attitude to tax allowances for problem debt provisions.

Addressing a House of Commons lunch, Mr Lawson said: "In the immediate future, at least, this increase in provisioning is bound to mean a significant cost to the taxpayer, since more tax relief will be due to the banks."

The options are understood to include increasing the size of the US F-111 bomber force in Europe, the introduction of stand-off weapons and submarine-launched cruise missiles.

Mr Younger said he saw a "very real danger in the climate of expectation that has been raised by the prospect of the first nuclear arms reduction."

Treasury officials swiftly denied that his remarks signalled any change in policy. The guidelines used by the Inland Revenue, they said, had been set in 1983.

Nevertheless, bankers found his remarks encouraging. They have complained for several years that the Inland Revenue was not accommodating towards provisions, and that its treatment of individual banks had been inconsistent.

If all of the £2.5bn to £3bn of provisions taken or likely to be taken by large UK banks were allowable for tax, forgone tax revenue could total some

£1.5bn. Mr Robin Monroe-Davies, of the credit analysis firm IBCA, said: "The Chancellor's comments are an exciting change as far as the UK tax authorities have been among the most niggardly in allowing provisions for sovereign debt. If the Chancellor's words are translated into action by the Inland Revenue, it will mean that only two major countries, the US and Japan, have not yet reneged on this direction."

**Ore carrier loss 'caused by steering failure'**  
By Kevin Brown,  
Transport Correspondent

THE LOSS of the Hong Kong-registered ore carrier Kowloon Bridge off the Irish coast late last year was caused principally by steering failure, a Transport Inquiry reported yesterday.

The findings will silence claims that the Kowloon Bridge suffered from structural problems of the sort thought to have troubled several sister ships.

The ship, originally named English Bridge, was one of six built by Swan Hunter on the River Tyne between 1971 and 1976.

One of the ships, the British-owned Derbyshire, sank with the loss of all 44 crew in the Pacific in 1980. Two years later the crew of the Tyne Bridge, later renamed East Bridge, were airlifted from the North Sea after cracks developed.

There have been reports of similar problems with the three other ships of the class. An inquiry into the Derbyshire casualty is due to take place in London in October.

The Transport Department report says now was to blame the Kowloon Bridge casualty, which was caused by the failure of steering gear and damage to the rudder in atrocious weather.

The crew of 28 was evacuated by RAF helicopters. Salvage attempts were abandoned after a line put aboard by the crew of a tug was parted by "exceptional seas."

**NatWest mortgage rate**  
NATIONAL WESTMINSTER has cut its mortgage rate for existing customers from 11.25 per cent to 10.5 per cent, not to 10.15 per cent as printed in the *Financial Times* yesterday.

The *Financial Times* reported, Cm paper 179 S.O. 111 pp. £7.90.

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## Clive Wolman looks at why broker W Greenwell is threatened with disintegration

## Midland pays the price for lack of strategy

THE increasingly threatened disintegration of W Greenwell, which before last October's Big Bang reforms was considered one of the UK's top five stockbroking firms, marks the climax of a series of errors made by its partners and its new owners, Midland Bank.

The eyeball-to-eyeball confrontation between Midland's directors and Greenwell's key analysts and salesmen has arisen because Midland has not been willing to give up its UK equities business, which it sees as part of its global network, but nor has it developed a strategy for making the business viable.

One was Midland's failure to acquire a jobbing (market making) firm in contrast to Barclays and NatWest, its two main clearing bank rivals.

In the first few months after Big Bang, the traditional Stock Exchange jobbing firms have performed outstandingly well.

Midland's approach was to recruit a market making team.

According to one former Greenwell's partner: "It was a very expensive recruiting campaign but I'm not sure it was very successful. We picked up people with experience of trading in other markets and some of them were not up to equity market making which is very different."

The lack of a strong market making team led Greenwell to adopt a different method of doing business. It brought in a number of foreign firms to help with the massive backlog of unsettled Stock Exchange gains. In the end, Midland made good use of its clearing bank

experience of paper processing by sending in a team to disentangle the mass of unplaced contract notes.

The vulnerability of Greenwell's institutional equity business was highlighted by the decision to split away from its successful gilts market making operation, where it is still ranked in the top three or four, and its private client business.

As a result of these handicaps, Greenwell's institutional clients cut their orders, even though Greenwell retained strong teams of analysts covering the financial sector, chemicals and pharmaceuticals.

More serious, its market making in the first few months after Big Bang, some Greenwell employees blame the loss of Midland's failure to inject more capital into their business which would have allowed it to hold a large inventory of equities in a rapidly rising stock market. Others say the market makers made poor decisions about market movements.

Matters came to a head in March. Midland decided that Greenwell's equity market making would not be profitable for least two years.

One Friday evening, an announcement was made on the tannoy, without any warning even to senior staff, that the firm was withdrawing completely from market making as

of Monday morning. As a concession, Midland agreed to unlock the good books of the former partners of Greenwell, and five directors left almost immediately, including the leading chemicals analyst, Mr Stuart Wormald. Another 20 of the market-making team also left.

A few firms, in particular James Capel, have continued to thrive since Big Bang by sticking to traditional agency stockbroking, in which orders are carried out on behalf of clients but the firm does not trade itself. However, having built up the infrastructure of a market-making operation.

Greenwell's directors considered the possibility of exploiting the collection of securities firms and investment management that Midland and Samuel Montagu have assembled in Scandinavia, Germany, the Pacific Basin and elsewhere. The aim was to build up the volume of sales of shares in one country to investors in another. But Greenwell's continuing losses and the apparent lack of commitment from Midland made recruitment of senior staff almost impossible. Instead the resignations began to gather pace.

## Property 'to provide BR with £200m'

By Paul Cheeswright,  
Property Correspondent

BRITISH RAIL Property Board expects to contribute £200m to BR's cash flow during the financial year to next March, Mr Douglas Leslie, managing director, said yesterday.

This would represent a 33 per cent increase on the previous year's contribution and would bring property activities' gross contribution to £1.25bn since 1970.

The property board manages the British Rail estate and is responsible for selling land surplus to operational needs. It has been exploiting the development opportunities of its property holdings to finance such things as capital works at main railway stations.

In the year to last March, the board had a gross rental income of £750m. In the previous year, net gross earnings from property sales of £500m, up £25m on 1985-86.

Presenting these figures, Sir James Swindell, the chairman, said his property developments would continue to be carried out on a joint venture basis with private sector companies. The board maintains equity interests while private sector developers fund the projects.

The biggest such development is the Broadgate office complex at Liverpool Street station in the City. The board is deriving a stream of income from Broadgate which reached £15m in the last financial year, and expectations of an increase in revenue from the development underpin the forecast of increased earnings for the current year.

Last year the board completed 1.6m sq ft of development, including 670,000 sq ft of retail space. It has another 1.3m sq ft under way. Land sales totalled more than 3,600 acres in 1986-87 and current holdings total amount to 13,821 acres.

## Bank of Wales joins loans scheme

THE BANK of Wales has joined the loan guarantee scheme as a participating lender, the Employment Department said.

The scheme was introduced in 1981 to facilitate loans to small companies where finance was not available on conventional terms due to a lack of track record or inadequate security. There are now 24 participating lending institutions.

## May trade shows £561m deficit

BY PHILIP STEPHENS, ECONOMICS CORRESPONDENT

THE current account of the balance of payments moved into a £561m deficit in May, following a surplus of £96m the previous month, according to figures released yesterday by the Trade and Industry Department.

The figures show a £1.16bn shortfall on visible trade — reflecting the combination of a sharp rise in imports and a fall in exports — which was only partly offset by an estimated £900m surplus on trade in invisibles.

Taking the three months March to May together, the volume of exports had fallen 3% per cent lower than during the previous three months, although 6 per cent higher than the same period a year ago. If oil and erratic items are excluded there was a 4 per cent decline between the two latest three month periods.

The department said this suggested that the underlying

level of exports had fallen from the high levels seen at the turn of the year.

The volume of imports showed a fractional decline over the latest three months compared to the previous three months, but stood 7 per cent higher than a year earlier. If oil and erratic items are excluded the increase over the year was 7% per cent.

The department, traditionally

of giving too much weight to one month's figures, said it was too early to assess whether the sharp increase in the volume of imports in May represents a change in the underlying trend.

For the first five months of the year, the current account has shown an estimated surplus of £262m. In his March Budget, Mr Nigel Lawson, the Chancellor, forecast a deficit of £150m for the whole year.

The department, traditionally

points to a deficit on the current account of £1.1bn in 1987 and twice that next year, leading to a gradual depreciation in sterling's value from its present index level of 73 to just below 70 by the end of 1988.

The forecasters are less optimistic about the trade outlook. The consensus, prepared before yesterday's unsettling May trade figures,

points to a deficit on the current account of £1.1bn in 1987 and twice that next year, leading to a gradual depreciation in sterling's value from its present index level of 73 to just below 70 by the end of 1988.

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## UK NEWS

## PO profit up as volume of mail increases

BY DAVID THOMAS

A 6.7 PER CENT increase in the number of letters sent last year was the main reason behind the Post Office's record profits for the year to April 1.

Sir Ron Dearing, Post Office chairman, reported a 10.5 per cent profit for the year of £170m (£187m) on turnover of £3.47bn (£3.25bn) for the year and said an extra 800m letters had been posted.

Sir Ron argued that profits would have been higher had the Post Office not delayed price increases for stamps last year.

The corporation's letters, parcels and counter businesses in its postal group reported unchanged profits of £150.3m on turnover of £3.37bn (£3.16bn). Results for the Girobank subsidiary are stated separately.

The postal business paid to the Government £21.1m as an external financing limit, achieving a target of £20m. Unit cost reductions were 3.4 per cent, against a target of 1.5 per cent.

The Government has cut the external financing limit for the postal business to £25m this year, reflecting a planned increase in capital spending by the Post Office, mainly on buildings and computers.

The Post Office plans to invest £143m this year and £160m next year, compared with £116m last year, all in 1986-87 prices.

## BA-BCal monopoly probe urged by consumer body

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT

THE proposed merger between British Airways and British Caledonian should be referred to the Monopolies and Mergers Commission because it raises "a significant issue of public policy," says the National Consumer Council, the public's watchdog in a submission to Sir Gordon Borrie, director-general of fair trading.

Mr Michael Montague, council chairman, says he sees a clear need "to distinguish between the tangible assets of BCal, its aircraft, buildings, personnel and even its goodwill, and its route licences and access to airport slots" (take-off times) at Gatwick.

Mr Montague points out that "the former type of assets are potentially available to anybody, while the latter have been acquired by BCal through the operation of public regulation and have, therefore, been unavailable to other potential operators."

The council's submission questions BCal's legal right to sell all its route licences to BA. Irrespective of the legal position on licences and slots, it argues, there is an issue of public interest in whether airlines ought to be able to sell them.

## Airlines complain about 'exorbitant' BAA charges

BY OUR AEROSPACE CORRESPONDENT

AIRLINES SERVING airports' 1987-88," the board said, owned by the newly-privatised BAA, are seeking a meeting with the Civil Aviation Authority to complain about what they allege are exorbitant monopoly charges for services.

The Board of Airline Representatives in the UK, which represents more than 80 national and international airlines, argues that while a strict pricing formula is laid down for standard charges, there is no handling structure; there is no comparable control over commercial charges for services such as office accommodation, check-in desk rentals, car park passes and air-jetty fees.

All of the latter are essential to normal airline operations "but are subject to no control whatever and lie entirely at the whim of BAA management," according to the board.

"Although air-jetty charges are already 20 per cent higher than at Gatwick, the BAA initially proposed an increase for Heathrow of 35 per cent for

## Manchester airport to build £27m terminal

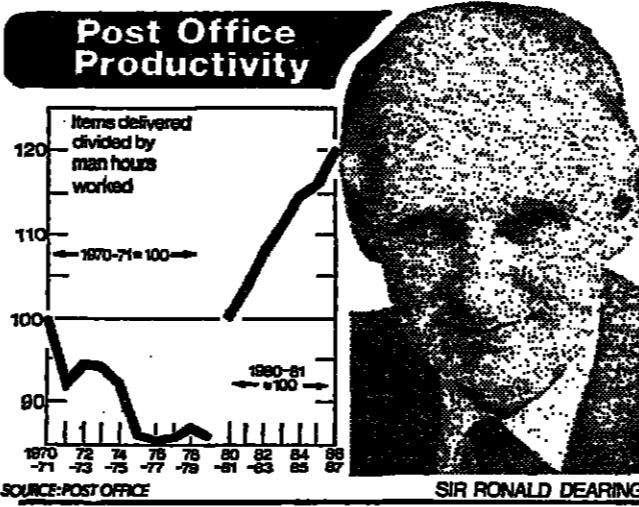
BY IAN HAMILTON FAZEE, NORTHERN CORRESPONDENT

MANCHESTER AIRPORT is to build a £27m domestic terminal to help it develop more quickly, both as an international gateway and Britain's Northern air services hub.

The terminal will allow more inland feeder services to connect with growing numbers of scheduled overseas flights. It will have 11 gates, including three stands for wide-bodied aircraft, and will be built mainly on the site of a 25-year-old domestic pier, which will be demolished.

To ease growing pressure on existing facilities from local users, the terminal will have its own access roads, multi-

## David Thomas on the achievements of the Post Office's soon-to-retire chairman Dearing's reign carries stamp of success



SIR RON DEARING was understandably relaxed when announcing his early retirement as chairman of the Post Office yesterday.

He took on the job in 1981, when it was widely regarded as one of the most thankless tasks in British industry. What's more, the new Post Office chairman appeared to have come of worse from the division of the postal and telecommunications businesses which had just taken place.

British Telecom, spun off from the postal business, assumed the exciting place to be. It was the big profit-earner, the centre of technological advance and the great hope of Britain's information technology industry.

The Post Office, by contrast, appeared a boring backwater, marked by low productivity and customer dissatisfaction.

Letters seemed vulnerable to the new age of electronic messaging, being spearheaded by the Post Office's provincial colleagues at BT. In a few cases it appeared there might be nothing left for the Post Office to do but deliver love letters and holiday postcards.

The pundits who argued this could hardly have been more wrong. Indeed, Sir Ron might be excused a wry smile as he reflects on his leaving the Post Office just as BT's public image hit an all-time low.

The Prime Minister went out of her way to rule out privatisation of the Royal Mail, the Post Office's core, during the general election. This puts it in a unique position among nationalised industries, even though Mrs Thatcher was probably largely reflecting Conservative Party concern at how privatisation could hit rural postal services.

Even so, it was a remarkable testament to how the Post Office's reputation has been transformed under Sir Ron.

The main reason for the turnaround is that the predictions of

declining growth or absolute decline in the letters business were hopelessly wrong. The Post Office yesterday reported a 5.7 per cent increase in the number of letters posted last year, contributing to a 25 per cent jump during the past five years.

New ways of sending messages such as electronic mail failed to take off as quickly as most people expected. And the new courier services, important in certain mail blackspots such as central London, have only nibbled at the edges of the growth in volume of letters.

Far from having to manage

mands have been made on the of working practices and more use of part-time workers to cope with peaks and troughs of demand. National postal strikes have at times appeared likely and the moderate leadership of the Union of Communications Workers, the main postal union, has tried to sell the deals to often reluctant activists.

Yet the growth in volumes of mail also owes much to Sir Ron's strategy on prices. "No more than one price increase in a year and never more than inflation" is how he summed it up yesterday.

Underpinning the ability to keep its prices down has been a drive by the Post Office on its unit costs—which have been cut by an equivalent of £240m a year over the past five years.

It has just reorganised itself into four separate businesses—letters, parcels, counters and Girobank. The management says this will lead to further efficiency improvements, though the benefits have yet to feed through to customers to any great degree.

At the heart of the modernisation moves, however, have been a series of innovative productivity deals with its unions

on the other side of the fence. Mr Julian Blackwell, chairman of the Mail Users' Association and of the Blackwell group, said: "Ron did an exceptionally good job. He was very nice, very thoughtful and very tough.

Under Sir Ron the Post Office has negotiated radical reforms. He got it right."

## Girobank launches after-hours service

By David Thomas

NATIONAL GIROBANK, the Post Office's banking subsidiary, is launching an experiment in which customers can telephone its clerks in the evenings or at weekends about their accounts.

Mr Malcolm Williamson, Girobank managing director, said this customer contact approach was part of Girobank's attempt to evolve "a highly personalised, mail order approach to banking."

Indeed, one of the main problems in the new chairman will be to profit from the need to drive through the deal in some districts which are still resisting them. The friction has led to local unofficial disputes particularly in parts of central London.

The other main demand on Sir Ron's successor is for a better quality of service. The Post Office has consistently missed its target of having 90 per cent of first-class letters delivered the day after posting.

Overall, however, Sir Ron has presided over a transformation of the Post Office's fortunes almost impossible to imagine when he took office.

That is reflected in the words of praise heaped on him yesterday by the consumer lobby, not often quick to compliment those on the other side of the fence. Mr Julian Blackwell, chairman of the Mail Users' Association and of the Blackwell group, said: "Ron did an exceptionally good job. He was very nice, very thoughtful and very tough.

Under Sir Ron the Post Office has negotiated radical reforms. He got it right."

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THE GLAMOUR world of financial public relations in the UK has left something of a sour taste with Peter Youldale, chairman of the Pircle Group.

Pircle is a small but well-established sales and management training company which last year decided it was time to go to the USA. However, it thought it needed some financial PR to raise its profile with chief executives and potential shareholders.

"With hindsight, our desire for financial PR advice was perhaps the worst decision we ever made," suggests Youldale. "I was appalled at the poor quality of service and people in PR that we met—it was certainly far different from the image they try to portray."

Youldale's disenchantment with financial PR (although he has since found one—Leadenhall Associates—that fills his needs) is, however, probably still only a minority view about what is one of the fastest growing sectors in the marketing arena.

The raging bull market, Big Bang, spate of privatisations and the plethora of mega takeover bids in recent years have together sparked a corporate awareness of the need to communicate to various financial groups—from shareholders to fund managers, from employees to overseas investors.

This need for specialist communications advice has spawned a clutch of PR groupings eager to provide a service—for not inconsiderable fees—to top companies throughout Britain. An estimated £25m was spent on financial PR last year in fee terms alone—representing about a quarter of total spending on all PR consultancy services in the UK.

But increasingly there are mutterings of discontent among the boardrooms of Britain.

## A jaundiced view of the image makers

David Churchill on attitudes to financial public relations

"There are rather too many 'Hoary Henry' types around and not enough professionals," is the view of one managing director of a large company which has gone through a succession of financial PR consultancies.

Bob Worcester, chairman of the MORI research organisation, last week confirmed this message to senior PR professionals. "Public relations has an image problem itself among some of its key audiences," he said. "Like weeds, these negative perceptions of the industry if continued to be maintained can suffocate the healthy growth around them."

MORI research shows that between 1985 and 1986, the reputation of PR among two key City audiences—institutional investors and financial journalists—has declined sharply.

The reaction of the business press, pointed out Worcester, was particularly worrying. The decline in reputation of PR among journalists would "in political polling parlance be described as a 29 per cent swing against the industry."

Only the tobacco industry, he added, attracted more criticism. Even financial PR companies themselves are worried by this trend. Piers Pottinger, chief executive of Lowe Bell Financial

special (which used to be called Good Relations City), believes that some companies "have had their fingers burnt by financial PRs and may be more cautious in future before they use PR again."

He particularly cites the problem of some consultancies "dreaming up ever more sophisticated and expensive financial advertising, PR, and research services which only confuse clients and encourage them to pay more than necessary."

Lowe Bell's policy, he says, is "to stick to traditional financial PR—29 per cent of

which is good press relations and dealing with financial analysts."

Youldale has an image problem, which has gone through a succession of financial PR consultancies.

Reg Valin, chairman of Valin Pollen, said yesterday that he regretted that Pircle was unhappy with financial PR. "But over the past year we have not lost any of our financial PR accounts and have also won some 23 out of the 25 investor relations accounts for which we have pitched."

Youldale then mentioned his problems with financial PRs in a letter published in the FT leading, not surprisingly, to another 19 PR companies offering their services.

Youldale's experience this time was hardly any better.

His criticisms fell into four main categories and were echoed by other companies.

They were:

- the people pitching for the business were generally senior people in the PR consultancy, while the people likely to handle the account would be junior executives;
- during presentations, the financial PRs seemed more interested in talking about themselves than in establishing the communication needs of Youldale;
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Thursday July 23 1987

## Rule books in the City

WITH THE publication of the voluminous rules of The Securities Association and the elaborate proposals on position risk, capital requirements from the Securities and Investments Board, the full implications of the new regulatory regime for the London securities markets are now becoming clear.

All the talk about London being "deregulated" can now be put into its proper perspective. It is true that London's securities markets, despite a New York and Tokyo in terms of the combination of commercial banking and investment banking. But in most other respects, the activities of securities houses in London will be tightly restricted by international standards. So much so that the main risk must be that business will drift away from London to alternative centres where the rules are not so tightly drafted.

Regulation is expensive, both in terms of the direct costs and the prohibition of potentially cheaper alternatives. The ultimate cost has to be borne by the investor, but there is doubt about whether he will always be prepared to pay. Within a closed society he can much more easily be prevailed upon to do so than in the open markets which have been enthusiastic-ally developed in the UK.

Other markets within the European time zone have been losing business to London within the past few years because London has been able to liberalise its systems more rapidly. For example, the German stock markets have been seriously handicapped by the need to accommodate various regional jealousies. The Swedish and Swiss markets have been held back by the high level of local transaction taxes.

**Prime objective**

But these markets—or their political masters—must now be tempted to relax their own rules, or trim their taxes, to encourage the growth of international business in these alternative centres.

It is too early, however, to draw firm conclusions about the success or failure of the new regulators in Britain. One of the prime objectives of the particular combination of statutory and self-regulation being developed in the UK has been that it should be flexible. The sys-

tem will be controlled by practitioners, and the day-to-day operational rules can be changed without the need for new primary legislation.

Yet a glance at the rule books of some of the new self-regulatory organisations must cast doubt on this supposed flexibility. The whole process has acquired a highly legalistic form which it was hoped at the outset could be largely avoided.

### Grave danger

It seems that the bigger securities houses may be relatively content. They have been brought fully into the decision-making; the position risk procedures, for example, have been fitted in with the general practice in the big international firms.

Smaller companies, however, may be much less happy with the way the markets are developing. There is a serious risk that there will be a polarisation of the markets in favour of the major players, not just because the rules have been tilted in their favour, but also because only they can afford the facilities—in-house compliance officers, for example—which are necessary to interpret the Commission's aims, to extract the most out of the new set-up.

The rapid pace of innovation has been a major characteristic of the London financial markets, and it is a prime reason why they have grown so fast compared with overseas alternatives. Constrained by a new burden of detailed regulation, however, it may well not be possible for the smaller and more creative elements within the markets to operate as they have done in the past.

This may be unduly pessimistic. If a self-regulatory system is operated imaginatively and flexibly it may be possible to retain the more dynamic aspects of the City of London's securities markets. But judging by the weight of legalistic rulemaking which has been produced in recent weeks, there will need to be constant vigilance on the part of practitioners—led by those on the boards of the SROs—to ensure that the best innovative traditions of the past can be sustained, as well as that higher standards of investor protection and market stability can be ensured.

## Reform process in Taiwan

THE lifting of martial law in Taiwan for the first time since the nationalist government was established on the island in 1949 is the latest and most important of a string of long overdue reforms.

The removal of martial law and the economic changes such as liberalisation of financial markets and cancellation of foreign exchange controls are dramatic and welcome signals that the younger generation of modern pragmatists are gaining the upper hand in the ruling Nationalist Party. But although Taiwan appears in some respects to be moving at break neck speed on social, political and economic reform, this is a partial illusion caused by the fact that changes which should have occurred during the past two decades are only now being implemented. There is still far to go.

The aged and ailing President Chiang Ching-kuo now appears determined to leave his mark on history as the man who transformed Taiwan from a one party autocracy ruled by partisans elected 40 years ago on mainland China to a free liberal democracy. In reality, however, force of economic circumstances and rapidly mounting US pressure have been at least as important as concern with party power. And further pressure from the US, whose support is every bit as important to Taiwan as it is to Israel, is inevitable until the highly restrictive trade barriers are dismantled. US textiles face a 66 per cent tariff in Taiwan compared to zero in Hong Kong.

### Trade surplus

The controlled economy was motorising rapidly towards crisis; foreign exchange controls pushed the foreign currency reserves from \$200m to \$600m in the early 1970s; the soaring trade surplus took the growth of money supply out of control; the New Taiwan dollar appreciated by nearly 25 per cent in under two years.

These runaway figures underline the extent to which Taiwan has persisted in failing to adjust and restructure its economy over the years. The excessive trade surplus results from a combination of the traditional obsession with saving, coupled with lack of investment in modernising industry. Money

piles up in surpluses while little goes on capital goods imports, productive industries remain heavily labour intensive and poorly endowed with technology, and savings account for nearly a third of GNP, nearly double the investment rate.

These distortions have been further compounded by running an exchange rate policy to achieve a surplus which earns less than could be achieved through investment in the domestic economy. Cash mountains neither expand the economy nor raise the standard of living of the population; the Taiwanese have a low standard of living relative to economic activity and the savings ratio is still stimulated by excessive incentives for small savers.

### Economic reform

It is not yet clear that President Chiang Ching-kuo now appears determined to leave his mark on history as the man who transformed Taiwan from a one party autocracy ruled by partisans elected 40 years ago on mainland China to a free liberal democracy. In reality, however,

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is no denying the size and importance of the steps taken so far. But Taiwan is only at the beginning of a long and difficult march. The most encouraging sign is that once the process has been started, it will be virtually impossible to turn back.

## Guy de Jonquieres looks at European disillusionment with the rewards of high technology

NOW THAT Britain has finally stopped blocking agreement on the funding of the European Community's joint research programme, it might seem that the EC, after a hiatus of several years, is once again serious in its determination to resume its quest for a technological New Jerusalem.

However, the story is not quite so simple. Though the UK has been widely criticised for obstructing single-handedly the EC package, enthusiasm in several other governments also appears to be slackening as they re-evaluate their thinking on technology and industry policy. In the past few years, EC collaborative programmes, such as Esprit in information technology, have come to dominate Western Europe's almost obsessive drive to strengthen its flagging performance in the new technologies, above all in electronics. They have been buttressed by other initiatives such as Eureka, which involves companies and research organisations in 19 European countries and, at a national level, by the Alvey programme in Britain.

Most of these schemes have placed a heavy emphasis on pushing research efforts in the laboratory, usually with the support of public spending. The presumption was that the key to improving the performance of high-technology industries lay in technical innovation.

However, in the recent debate on the new EC "framework" research programme, both France and West Germany joined Britain in slashing funding to barely half the Ecu 10.6bn first proposed by the European Commission. Even some larger electronics companies participating in Esprit are now privately sceptical about the Commission's aims, complaining that it seems interested only in more research spending.

Fiscal parsimony and a reluctance to cede too much responsibility to Brussels have recently played a role. Beyond that, however, opinions in European capitals are also changing both on the most effective means of stimulating competitiveness in high-technology industries and on their importance to national economies.

"High-technology is being demystified in Europe," says Dr Henry Ergas, an economist with the Organisation for Economic Co-operation and Development and an authority on technology policy. "The aim today is no longer to scale its gleaming heights but to achieve strength across the economy as a whole."

In Britain, the Thatcher government ignored its own non-interventionist precept for several years and pumped large sums into support schemes for electronics companies. It has recently abolished the post of information technology minister and is baulking at subsidising a successor to the Alvey research programme. Lord Young, the new Trade and Industry Secretary, says promoting the use of the new technologies will command a higher priority than aiding the companies which supply them. In West Germany, the change is even more pronounced. In the early 1980s, the position of the country's computer and electronics industries was a source of acute government concern. Today, attitudes in



computer subsidiary of the American Honeywell group. Several inter-related factors lie behind these trends. One has been the gradual recognition in Western Europe that achieving a commanding position at the frontiers of high-technology no longer guarantees high profits. Technology has become so mobile that every piece of information quickly becomes the object of ruthless international competition, in which even the most successful players sometimes sustain heavy losses.

This realisation, in turn, has gone a long way to still the anxieties rampant in the early 1980s that Europe was in danger of being crushed by a technological hegemony exercised jointly by the US and Japan. US research spending on the Strategic Defence Initiative, once feared as a source of massive stimulus to America's civil and defence technologies, today resembles little more than a waste of dubious search resources.

Equally, the recent competitive weakness of the American economy has exploded the theory—much in vogue at the swagging height of Reaganism—that the world was moving rapidly into a post-industrial era built around computers and chips, in which the US would enjoy an overriding advantage.

As for Japan, in spite of its stepped-up research effort in futuristic areas such as intelligent computers, the key reasons for its success in high-technology are now perceived to be much the same as in other export industries: enterprise and flexible management, meticulous attention to detail and highly efficient manufacturing.

Finally, within Western Europe, there has been a general shift towards deregulation, privatisation and other policies geared to enhancing the role of market forces. At the EC level, the practicalities of completing the internal market now command a much higher priority than visionary blueprints for political integration.

Indeed, Europe's high-technology success stories of the 1980s have been electronics companies such as Italy's Olivetti and West Germany's Nixdorf, which have prospered without huge government support, or recoveries by companies like Britain's ICL which have largely shed their previous roles as protected "national champions".

Exactly where all these developments will lead in the longer term is, perhaps, less clear. From our vantage point, they can be seen as healthy corrections which will reduce reliance on costly and often ineffective technology—push policies and give greater scope to the stimulus of demand-pull.

On the other hand, the shock triggered by fears of a "technology lag" in the early 1980s spurred the EC to raise its sights above routine squabbles about farm prices and budget payments. Europe would be a duller place if the pendulum swung so far to the other extreme that it engendered a climate of complacency, in which the risks and challenges of high-technology were no longer considered worth attempting.

Financial Times Thursday July 23 1987



### Oil and Honour— The Texaco Pennzoil Wars

By Thomas J. Petzinger Jr.  
G.P. Putnam's Sons, \$19.95

IF YOU ARE lazing about on an Indian beach, think twice before picking up the latest 500-page treatise on the legal battle between Pennzoil and Texaco, the US oil industry's newest equivalent to the David and Goliath saga.

After turning a few pages idly on the sand, I was still reading with red-eyed suspense as dawn broke the following day. Perhaps this was appropriate, since many of the characters running through these pages seem to regard night as just a slack period in life's real business of liberating one's neighbour's assets.

Thomas Petzinger, the Wall Street Journal's deputy bureau chief in Houston, Texas has managed to tell this remarkable tale with all the pace and more drama than "Dallas" at its best without any sacrifice of authority.

The whispers, blandishments and threats which echoed between boardrooms, hotel suites and the banking system's well-dressed touts are rendered with an abundance of verbatim dialogue spiced with obscenities and cynical wit.

The racy dialogue is not the product of a journalist's fascinating imagination. The American legal system provided Petzinger with 50,000 pages of documents and hours of video testimony. To this he added 200 interviews as part of his coverage for the Wall Street Journal and a further 50-long interviews for the book. These were used to flesh out the evidence given before the Texas jury which awarded the largest damages in history.

The \$11.1bn damages awarded to Pennzoil has brought its famous and much larger adversary Texaco to the edge of bankruptcy, but the story is not over by any means. Texaco still has a chance of having the judgment reversed in the US Supreme Court. If it fails, the world's fifth largest oil company risks being wiped off the corporate map.

Petzinger's account of the story so far includes an excellent account of the legal and factual issues at stake with sensible and restrained—comments on the implications for corporate America.

The immediate cause of this bitter legal war was Texaco's purchase of Getty Oil in 1984 for \$9.95bn, only a few days after the Getty board had agreed to sell three-sevenths of its assets to Pennzoil for a price per share which was 10 per cent lower. Texaco still vigorously maintains that it did nothing wrong in making a higher bid, and that the Getty Oil directors were free, and indeed had a duty, to accept a higher offer.

But the jury in that sweaty

courtroom decided otherwise. It said that although the Getty directors had not signed any agreement, a verbal contract had been struck and that Texaco had wrongfully interfered with it.

The case was heard before two judges who, to say the least, appear to have been colourfully "Texan". The first, who gave up through ill-health half way through the trial, had a close relationship with Pennzoil's flamboyant lawyer, Jim Jamail. The second, who took over without reading the trial record, almost started in ignorance of the New York laws which were supposed to govern the proceedings.

Petzinger provides fascinating background to the personalities involved in the trial, with many anecdotes and details, such as Jamail's formerfeat in convincing a jury that the city of Houston was "negligent" for planting a tree which his client had run into while drunk.

The excitements of the trial occupy only the third and final section of the book, however. Petzinger has managed to add many layers of revealing irony to his account of the trial because the reader already knows the story from the first two sections, often in more detail than the jury was allowed to hear. By this device, much of the courtroom dialogue is shown in savagely comic light. The best example is when Pennzoil's chairman, Fred Liedtke, a wily lawyer and veteran of hostile takeovers, assumes the persona of a backwoods farmer bemused to find so much wickedness in town.

The first section, almost worthy of a book on its own, chronicles the rise of the oil

## Back to basics

Bon appear relaxed to the point of indifference, even though there is a mounting trade deficit in information technology.

"Why bother to make such a fuss about sectors which do not even account for 10 per cent of our national output?" said a senior economics ministry official recently. In his view, West Germany should concentrate on traditional industries such as motor vehicles, machine tools and chemicals, where it has proven competitive

any other European country, has long viewed the achievement of national autonomy in advanced technologies as a strategic imperative which called for active state involvement, but here too, there are clear signs of a shift of emphasis.

The recent merger of the commercial semiconductor operations of the state-owned Thomson group with SGS-Italtel of Italy has been widely interpreted as a move by the French Government to extricate itself

strengths, rather than pouring public money into glamorous new technologies where the risks are high and commercial rewards uncertain.

These reservations are shared by Siemens, West Germany's largest electrical and electronics company. Frequently chided in the past for being too slow to exploit promising high-technology markets, Siemens now insists it was right to be cautious. "Just look at all the new technologies, like robotics, which were supposed to become huge growth businesses but never took off," says one

France, perhaps more than

financially from a highly risky business which it has supported extensively in the past. Authorities in Paris have also blessed a deal by Bull, the state-owned computer company, which is expected to lead to increased reliance on products and technology provided by NEC of Japan.

France now appears bent on acquiring international market share for its high-technology companies than on promoting technological advances for their own sake. CCE, for instance, has acquired control of ITT's sizable telecommunications business, while Bull has taken control of the

## Men and Matters

day when English Tory MPs tried to help the beleaguered Scottish Secretary, Malcolm Rifkind, by showing an unusual interest in affairs north of the border, went down to defeat by 161 votes to 41.

Churchill was Prime Minister when the galleries were last cleared—on the initiative of then George Wigg, a noted procedural strategist. With none of their words being reported MPs quickly decided on that occasion that there was no point in continuing the debate, and the day's proceedings were brought to a premature end.

But her instinct has been convincingly justified by Dearing's record, which he was reviewing in his wry manner yesterday. Even consumer groups admit they find it difficult to become angry with him personally.

The Government's view of him is clear from the fact that it tried to persuade him to stay on. But Dearing, 56, already has several offers from the private sector to keep him busy.

**Spy catching**

The tactic of "spying strangers" is a procedure which triggers a vote which can result in the public and press galleries of the Commons being cleared—as MPs on the Opposition benches seek to embarrass ministers over the Government's secret surveillance of the Welsh Cymru's David Reiley used it to underline the Englishness of Peter Walker when he made his debut as Welsh Secretary—but only mustered two votes. And Labour's Dennis Canavan resorted to the same ploy yester-

day when English Tory MPs tried to help the beleaguered Scottish Secretary, Malcolm Rifkind, by showing an unusual interest in affairs north of the border, went down to defeat by 161 votes to 41.

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**Win and lose**

Tony Gartland was about £7.5m poorer yesterday afternoon than he was on Tuesday morning just before FKI Electricals, the electrical engineering company he had built from a humble manufacturer of parking meters, announced its agreed takeover for Babcock International.

THERE IS a profound temperamental difference between those who blame the world on some or other aspect of money—for example the billions of dollars moving across the exchanges every day or the fall of an international banking collapse—and those who look at the "real forces" who political economy.

But even those of us in the second camp need to look at the world money game to make sure that it does not aggravate or magnify the real maladjustments or cause wrong signals to be transmitted.

Examples of where the money and exchange rate systems failed to give the right warnings are many. They include the concerted over-expansion of the main industrial economies in 1971-73 (the Nixon-Heath era) which terminated in an explosion of oil and commodity prices, and inaugurated a decade and a half of "stagnation"; the excessive use of bank finance to recycle the Soviet surplus and the huge government borrowing in developing countries in the 1970s; the US budget deficit financed by increasingly precarious overseas borrowing in the 1980s; monetary or fiscal overkill at various times in the 1980s, especially in West Germany and Japan, and the large swings in the dollar in the last few years.

Constructing a system which would have provided better signals on even one or two of these occasions will be neither intellectually nor politically easy.

It would also be best to start from the key elements which now exist: that is three main world currencies: the dollar, the mark and the yen; to which the other developed countries are attached in varying degrees.

The reason why France and Britain are so anxious to keep the Group of Five in existence as a closed club apart from the Summit Seven (which includes Italy and Canada) is plain. The Seven are too large a group for intimate negotiations, and it will be all too tempting for the US, Germany and Japan to come together as an informal inner directorate.

But this inner directorate will develop in any case. Rather than fight a losing battle against it, Britain and France should see their role as contributing to the pool of workable ideas, which are in no way plentiful supply.

While in the past French governments have been a little too glib with ideas of a debating kind, the British Government has been too reticent, partly because the over-serious system of Whitehall clearance is unsuited to the promotion of ideas which are not intended to be a detailed blueprint, and partly out of a desire to keep in step with German ultra-

## Economic Viewpoint

# Some modest steps towards a reform of world money

By Samuel Brittan

caution.

For the foreseeable future the US, Japanese and German governments will be unwilling either to practice benign neglect towards their exchange rates or agree to a permanently fixed relationship.

The arrangement may be described either as managed floating or as wide, movable (and unpublished) target zones. The reality is one of intense mutual surveillance with temporary and half-split-out understandings, often reflecting fear rather than positive agreement on an exchange rate pattern.

What is most clearly lacking is any common understanding of the domestic monetary policies required to back up any currency understandings among the Big Three; and the role if any of fiscal policy. The IMF indicators are too many and too capable of alternative interpretation to provide a focus for co-operation.

Among economists there has been a gradual, and still controversial, shift towards seeing fiscal rather than exchange rate policy as the clue to the balance of payments.

This is an aspect of the simple identity that a country's current payments deficit (if it has one) is the difference between domestic investment and domestic savings.

To narrow this gap, the savings-investment gap has also to be narrowed. The main

rigidities in wage-fixing) has to be set against the greater stability and predictability of the exchange rate in a wider context.

The same thing applies to the other way round to countries which are worried (or are forced by their partners to worry) about excessive current surpluses. They have to unbalance their budgets and/or encourage domestic borrowing and remove inducements to savings.

If Britain were to join the EMS, the problematic gains from being able to devalue against European countries would be reduced in return for a more stable and stable exchange rates within an area accounting for more than half of British trade.

That however, is something of a digression. The problem with the Big Three system of the dollar, yen and D-mark (or of a G5 or G7 system) is that it lacks an anchor.

Something more than agreed exchange rates between the Three is required if the world is not to suffer from an inflationary or deflationary bias.

The case for relating monetary expansion in the Big Three to Nominal GDP has been made frequently in this column. But the fact has to be faced that targeting Nominal (or real) GDP depends heavily on forecasting and estimation and is far removed from the prices reported daily in the market place.

At least as a check, it would be worth trying to stabilise—inside a broad band—some index of world commodity prices. This

would probably not be the general commodities shown in the chart, but a carefully chosen list of key materials.

Moreover, it would be a positive advantage if countries followed a commodity price index denominated in their own currency. For this would have a protective influence on countries with weak currencies such as the dollar, in terms of which commodity prices have risen most this year, and an expansionary bias in the hard currency yen and D-Mark areas where commodity prices have risen least.

For national monetary policies, commodity prices are best used as a policy indicator, until we are far more sure of our ground. But when it comes to international currency units such as the SDR or the Ecu, one might go further and advocate a definite commodity aggregates.

One reason why these units are so friendless is that they are now simply baskets of existing national currencies if they were defined in terms of a batch of commodities, they would have far more attractions.

There would then be a point in national governments trying to stabilise their currencies against the SDR or Ecu, as a guarantee of anti-inflationary virtue which it would not be.

A commodity price objective would work with the grain in many ways. It would tie up with the desire of some US Federal Reserve members to have a superior lodestar to the monetary aggregates.

Ultimately, no monetary system can simply be based on promises to exchange one piece of paper against another, which is all we now have both domestically and internationally.

During a time such as the last few years, when the terms of trade of commodity production have been falling relative to manufactured goods and services, stable commodity index would give some overall price stability. But it would prevent an inflationary bubble, and within the broad guidelines there would be plenty of room to experiment with fine tuning.

A commodity price objective would have been a powerful warning against the inflationary boom of 1972-73 and 1978-80. It might also have signalled the over-doing of monetary stringency (despite the misleading messages of the monetary aggregates) in 1985-86.

In 1987, a commodity price objective might suggest that the best time for stimulation in the industrial world has already passed. Yet it would also show by reference to the fact that commodity prices are still below those of 1984-85, that current inflationary alarms are overdone on a global scale, although not necessarily for the US or UK.

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# FINANCIAL TIMES

Thursday July 23 1987

TROLLOPE & COLLS  
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Robert Graham reports on painful measures undertaken to cure 24,000% inflation

## Bolivia comes down to earth with a bump

NOT LONG AGO the possession of Bolivian currency was like watching a fruit machine out of control. The zeros kept being added in a dizzying inflationary spiral.

The notes are still in use with the same denominations in millions and thousands, but since January the peso has given way to the boliviano.

Six zeros have been knocked off. Slowly, the Bolivians learning the unaccustomed pleasure of counting in ones and twos. A tin miner who last year had a daily basic wage of 1.2m pesos now has just 1.2 bolivianos. Not only in the labour market, but in the economic stability programme of President Victor Paz Estenssoro, initiated in September 1985, has been a brutal reminder of Bolivia's poverty.

The stabilisation programme, the most advanced experiment in neo-liberal economics in a Latin American debtor country, has produced some remarkable results. In less than 18 months inflation has been brought down to 12.5 per cent from 24,000 per cent a year - some say it was 26,000 per cent, but once it went beyond 20,000 official statistics gave up any pretence of precision.

For a country stuck with Quixotic labels like possessing the highest capital, the highest navigable lake, the greatest numbers of coups since independence and the largest production of coca leaf, this is an achievement putting Bolivia in the real world to which it is now trying to belong.

The adjustment has been traumatic. The 78-year-old President has been systematically overturning many of the sacred cows established by the 1952 revolution for which he in his younger days was part responsible: the strategic mining sector is being partly denationalised, foreign capital is being wel-



commed, the powerful trades union federation COB, Central Obrera Boliviana, has been weakened.

Many of the state institutions have been shaken out to the roots. The central bank, which presided over the printing presses and dollar exchange rate that lined many a pocket, has seen over 70 per cent of its staff dismissed.

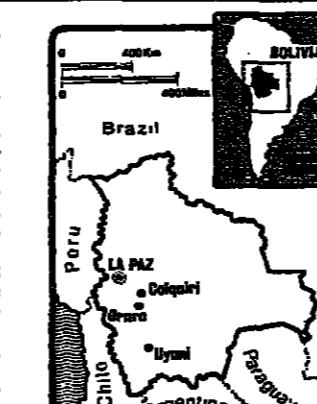
Mr Jaime Carriaga, the US-trained Finance Minister, said: 'When I arrived at the ministry I asked how much do you spend each day? No one knew. So for the next month I came at six in the morning, working with a computer until we established a system. There was huge disorder and inefficiency'.

Clearly the country was yearning for greater stability and tackling hyperinflation was imperative. However, the catalyst for change was the October 1985 collapse in the tin market. Tin accounted for 40 per cent of the country's then \$720m export earnings. Without this cushion, any pretence of being remotely able to cope with servicing foreign debt of \$3.7bn thus dis-

The economic stabilisation programme of President Victor Paz Estenssoro (left) has been a brutal reminder of Bolivia's poverty, but it has produced results.

Inflation is down dramatically and workers no longer need a barrow to fetch albeit meagre wages since the peso was abolished and six zeros knocked off the country's currency.

The traumas of readjustment are not over yet, and there are no guarantees about the country's future economic health, but there is a feeling in Bolivia that a fresh start has been made and that there is chance for regeneration.



peared. Bolivia was a basket case.

The Paz Estenssoro Government realised that international assistance would be most forthcoming if the country was demonstrably attempting to resolve historic economic structural problems - and being tougher on the illegal drugs trade. It was also accepted that landlocked Bolivia could not easily adopt a self-sufficient economic stabilisation programme like Peru.

The basis of the stabilisation programme was freezing public sector wages, raising revenues through dollar-denominated prices for services from public enterprises which were put on a self-financing basis, deregulating banking, foreign exchange and price controls, tax reform, eliminating import restrictions with a uniform 10 per cent tariff and making labour laws more flexible.

This has led to massive public sector lay-offs, especially in the state-controlled mining group, Comibin, where the workforce has been cut by 75 per cent to 7,000. There have also been heavy private sector lay-offs, including at least 20,000 in the mining sector.

This has pushed up unemployment to over 20 per cent. Because mining has traditionally been in the altiplano (high level areas), re-employment is complicated by the scarcity of jobs in the semi-tropical and tropical east round Santa Cruz.

The Government maintains there was no alternative to these dismissals, saying that while there will be serious short-term hardship, the collapse of the tin business will force the country towards previously ignored export-oriented industries, especially agriculture.

The unions have so far failed to show real muscle in preventing the pace of change, and the statement issued by the COB after its congress last week in Santa Cruz sounded unusually shrill and impotent. The Government has seized the initiative for the time being.

The next stage is economic reactivation, a plan for which was

unveiled two weeks ago. The Government is to spend \$100m immediately, \$60m on capitalising companies and banks effectively bankrupted by hyperinflation and \$40m on special construction projects to generate employment.

This money will be raised by pledging part of Bolivia's \$400m worth of gold, but the real investment funds totalling \$1.5bn over the next three years will come from international financial institutions and bilateral agreements. At the same time Bolivia hopes to obtain debt relief by being able to purchase up to \$200m of its own debt in a new arrangement of receiving the purchase money in the form of aid from other governments.

For the reactivation programme to work officials are conscious that the banking system has to be quickly restored to health (at the height of inflation total deposits were no more than the equivalent of \$3.5m and bad debts still average 35 per cent of portfolios). The state bureaucracy has to be streamlined and the country's creasing infrastructure made more cost efficient. Otherwise delays will occur in disbursement and social tensions could return.

Equally, Bolivia's international financing relations are finely balanced. With tin prices still depressed and a dispute with Argentina over \$35m annual gas sales, Bolivia is down to \$45m in cash reserves. The only reliable cushion remains some \$300m from the illegal cocaine business, scarcely damped by last year's scarcely publicised US seizures.

But there is a feeling the country is making a new start. Last month new banknotes will be issued, including for the first time artists as printers, reminding Bolivians that there have been not just military rulers in their history.

**Senior staff at Midland equity arm may resign**

By Clive Womack in London

**SENIOR STAFF** of Greenhill Montagu Stockbrokers, the equity arm of what was one of the UK's leading stockbrokers, have provoked a public confrontation with its owners, Midland Bank, by threatening to resign en masse.

As many as 30 analysts and senior salesmen, of whom about six have already resigned, are believed to be discussing job moves with prospective employers. This is in addition to the five directors and partners of W. Greenwell, the firm's name before the merger with Midland Bank, who resigned in the spring and another eight salesmen who resigned to join Smith New Court earlier this month.

The revolt has been simmering since March when the Midland Bank announced without warning that Greenwell would be withdrawing from equity market-making. The spark came last week with Midland's rejection of an offer to buy Greenwell, which specialises in equity research and dealing for institutional investors.

The offer, thought to be worth about \$12m, from Morgan Stanley, the leading US investment bank, was rejected within 24 hours of being submitted. Morgan Stanley originally sought to recruit Mr Keith Brown, Greenwell's new managing director and a leading bank analyst, and a few other staff. Mr Brown suggested instead that Morgan Stanley make an offer for the entire firm.

Midland Bank said last night it was planning a major change in the strategy for its UK equity business.

Options under review include exiting the firm through acquisition or large-scale retrenchment. This could involve a return to UK equity market-making in a limited number of industrial sectors, an option which was originally rejected in March.

Another option is to cut back sharply on staff and develop closer links and greater cross-selling of securities with the asset management of investment firms and investment banks owned by Midland Bank in other countries.

Midland pays price, Page 8

All right, the trade figures for May were disappointing, but the extent of the stock market reaction suggested that dealers were looking for a plausible excuse to fill the screens with. Last week's equity market had begun its equity market to be balanced and truly balanced with the FT-SE's 46-point setback only a decimal point short of the record for a one-day decline for this index, and the four-day reversal stretching to some 90 points. But at least the equity market had begun this correction from a record peak. It's still edge the rot had already set in, and there have certainly been no signs of euphoria. So the further two-point markdowns yesterday looked a very exaggerated response to the particular circumstances of the FT-SE's performance, and the rise in yields, may have as much to do with weakness in other major bond markets around the world.

However, the trade figures along with the credit and retail sales statistics published on Monday, certainly give some ammunition to those who believe UK economic growth is getting up too much of a head of steam. The normal remedy, higher interest rates, is particularly damaging to securities markets - and the gradual phasing up of inflation forecasts by City economists does not help.

Moreover, the notion that the UK, newly revitalised, could grow its own independence out of the problems posed by a sluggish world economy could not have been more than a month's publicised US

equity market. That leaves UK equities following where Japanese stocks have led this week, London being prompted by a further reminder of the avalanche of BP stock coming after the holidays. But setbacks will be healthy: there is every chance the market will bounce off its firm base before very long.

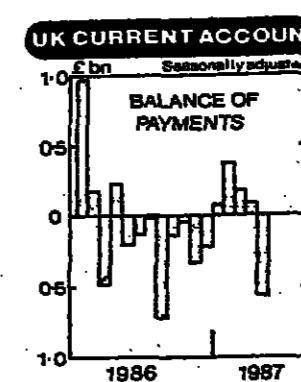
**TSB/Hogg Robinson**

If TSB hoped that the slide in equity prices in general would add glamour to its \$600m offer for Hogg Robinson, market movements must have disappointed it yesterday. True, Hogg's price eased to \$25p at one stage, but by the close it was hitting a new peak of \$30p on rumours of an imminent counterbid.

Hogg's shareholders will have

## THE LEX COLUMN

# May's chilly trade wind



to post their proxy votes by tomorrow if they are to block the demerger, as they are being loudly requested to do by TSB. Unexpected intervention apart, should they do so? They can, after all, reason that if TSB is a keen buyer this week it will still be interested next week in the demerged travel and estate agency side, with Mr Robert Holmes a Court, in the guise of Dewey Warren, able to bid separately for the insurance operation (the travel company) or the travel separately in the market from Tuesday if the plan is approved.

On balance, shareholders should support the Hogg Board and accept the danger that follow-through bids will not appear, or that the price will not be so favourable. Smaller investors can consider a sale at around \$40p as a low risk alternative.

## TWA

Equity is like the summer rain, pouring onto the London stock market. But, according to Kleinwort Grice, the new flotation of equity in the US market over the past three years is equal to all the new equities issued there since the Korean War. Both Philip Morris and Coca-Cola have recently announced share buy-backs and now Carl Icahn, already responsible for more than his fair share of equity disappearance, proposes to take TWA private.

The precise motives of the green-mail turned airline executive remain a little mysterious. Buying up his own 73 per cent stake, as well as the minority shareholders, releases some of the capital gain without having to sell in the market and destroy the price. It also allows him to get his hands on the \$750m of cash or cash equivalents in the company. But it is no great secret that Icahn has been looking for a buyer and it is not clear how he will private TWA to help him in that quest. Perhaps he is implicitly admitting that he has missed the wave of airline mergers and that TWA will be able to get into that mountain of debt more efficiently as a private concern. With the industry and TWA moving into a stronger trading period Drexel claims, this time, it will have little trouble selling the debt.

It is not only the Government which should draw lessons from the success of the blind auction method. Private sector vendors should follow the same route of insisting that big investors pay a premium for achieving a reasonable weighting without risking the crush of the after-market.

## TSB/Hogg Robinson

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## Aquino signs land-reform decree

BY RICHARD GOURLAY IN MANILA



of the traditional ruling elites. The issue is more one of social and political significance than any great economic reform.

Mrs Aquino said she considered her land reform programme a top priority and would stress its importance in her state of the nation address in

to Congress when it meets for the first time on Monday. Exactly six months ago, 15 farmers campaigning for land reform were shot dead by government troops in a Manila rally, triggering intense pressure on Mrs Aquino to pass land reform laws, using her powers to legislate by fiat. She loses these powers once the new Congress sits on Monday.

Mrs Aquino hinted that she and her children might voluntarily give up their part of the family sugar estate. She gave no details, suggesting only that there was strong resistance from her five brothers and sisters but that they would support her decision.

Many government ministers and economists see a well-implemented comprehensive land reform programme as an essential tool in the 18-year-long fight against communist-led insurgents. Peasant leaders in the past have doubted whether a Congress dominated by landed interests, as this one is, will pass anything but a watered-down law on land reform.

Mrs Aquino approved an initial fund of \$2.5bn to carry the programme through in 90 days.

## Icahn plans to take TWA private

By Anatole Kaletsky in New York

TRANS WORLD Airlines, the US international airline which is controlled by Mr Carl Icahn, the New York investor and corporate raider, is planning to go private.

The ambitious transaction will enable Mr Icahn to walk away with \$428m in cash and consolidate his personal control of TWA while further increasing the debt of what already one of the world's highly levered companies in the US.

The deal could also have broader implications for the US airline industry, where TWA has long been mentioned as a candidate for merger, as well as for USX, the leading US steel company, in which Mr Icahn is the biggest single shareholder. An earlier attempt by Mr Icahn to take TWA private was overtaken by the flight attendant strike and hijacking fears

bonds - low-rated, high-yielding bonds - to lend more money to the highly-indebted airline.

This time, by contrast, the financing has been guaranteed in advance by Drexel Burnham Lambert, the aggressive investment bank which dominates the junk bond business. One reason for Drexel's new-found confidence appears to be the sharp improvement in TWA's operating results since Mr Icahn took control of the company in January last year.

This was confirmed in second quarter figures announced yesterday, which showed a net profit of \$32.8m or \$1.28 a share, against a loss of \$1.2m or \$0.04 a share. Nevertheless, the results were slightly below forecasts by some Wall Street analysts.

The year-on-year comparison is distorted by the flight attendant strike and hijacking fears

threatened, it can propose measures to end the suspected abuse, though it cannot do so until after the merger has taken place. If the suspected infringement is not stopped, the Brussels authorities could then issue a so-called 'reasoned decision' that would allow the member states involved to remedy an infringement. This could also give customers and suppliers a firm legal base to defend their own interests.

The move is the latest example of the Commission's increasingly tough stance on competition policy. It follows an announcement earlier this month that the Brussels executive is preparing to take direct legal action against India's Tata group, which has a 51 per cent stake in the airline.

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MANAGEMENT CONSULTANT to £30,000 City	A challenging position exists within this top City financial institution for a ACA/ACCA aged 25-29. Considerable knowledge of costing and management accounts, financial control techniques and strong systems experience required. Superb opportunity for ambitious individual seeking high profile role and continued career progression. Ref: RK521
INSURANCE SECTOR c£27,000 + car + benefits C. London	A prominent company in the insurance sector wishes to strengthen its finance function by the appointment of an ACA/ACCA aged 27-35. The role, highly visible in nature and giving line responsibility, requires exceptional interpersonal skills and a good appreciation of computing. Relevant industry experience would be advantageous. Ref: MUL85
FINANCIAL ANALYSIS to £25,000 + car + mortgage C. London	Based in the European Divisional HQ of this major international bank, your brief will encompass the preparation of financial statements and comment on management information relating to their European, Middle Eastern and African divisions. Best suited to a young ACA/ACCA with either relevant sector or multinational commercial experience. Ref: JH425
DIVISIONAL ACCOUNTANT to £25,000 + car C. London	Sharp business acumen and strong management skills are sought by market leader in FMCG. Responsibilities include overall strategic planning, financial control and systems development for a key division. A qualified accountant with a track record of success can expect a challenging role with outstanding prospects. Ref: JN622
DIVISIONAL CONTROL to £25,000 C. London	Multinational group seeks a high flyer with leadership potential. Taking control of their premier business sector, responsibilities include budget preparation, systems development, management reporting and financial analysis. Experience in a market orientation environment is advantageous. The successful candidate can expect substantial career opportunities throughout the organisation. Ref: AC622
ANALYTICAL FLAIR? to £20,000 + mortgage Surrey	Outstanding opportunity for a young qualified accountant to fulfil a progressive role within the International Finance Division of this blue-chip company. Reporting to Overseas Account Manager, responsibilities include development of management reporting and operational assignments overseas. Line management prospects for self-starters. Ref: AN433

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## INTERNATIONAL APPOINTMENTS

### Sudden resignation hits NZ takeover controversy

BY DAI HAYWARD IN WELLINGTON

THE SUDDEN resignation of Mr Lynn Papps as chairman of New Zealand Forest Products has fuelled speculation over a possible closed door arrangement between NZFP and Amcor of Australia, and possibly Fletcher Challenge, the New Zealand group which has extensive forest products interests in New Zealand businessmen.

Some commentators have pointed out that a more likely reason for Mr Papps' step down would have been at the annual meeting of NZFP in August. Instead, his resignation statement said, it was effective immediately.

Mr Russell Pettigrew continues as deputy chairman of NZFP. Mr David Meiklejohn has been appointed to the board, joining the managing director, Mr Stan Wallis, as a second director for Amcor. There is some suggestion that the New Zealand section of NZFP have become concerned at the growing influence of the Australian-based Amcor within Forest Products.

Mr Papps says the change of chairman does not reflect a change of policy for NZFP, and says his personal relationship with Amcor is very good.

\* \* \*

BAXTER TRAVENOL Laboratories, the US health-care concern, has appointed Mr Vernon

R. Loucks Jr, 52, chairman in succession to Mr Karl D. Bays, also 52, who resigned with effect from July 1. He has been chairman and chief executive of IC Industries, the Chicago-based conglomerate, formed out of the Central Illinois railroad.

Mr Loucks continues as president and chief executive officer. Mr Bays continues as a Baxter Travenol director.

Baxter Travenol has also announced that Mr Silas S. Cathcart has resigned as a director, reducing the size of the board to 15 members. Mr Cathcart was recently elected president and chief executive of Kidder Peabody Group, the US investment house.

\* \* \*

MR FRIEDHELM JOST, 54, is to quit his position at Commerzbank, the Dusseldorf-based bank, as executive vice-president and head of the International Banking division.

Mr Jost has been with the bank for 36 years. No successor has yet been named to take over from him.

Mr Jost told Reuters he had asked the bank not to renew his present contract when it expired, but gave no definite leaving date. Where he is to go is uncertain.

### Mitel finds an Ottawa chief out of London

By Robert Gibbons in Montreal

MR JOHN JARVIS, a 44-year-old computer and telecommunications industry veteran with broad consulting experience in Europe and the US, takes over as president and chief executive of Mitel Corporation, the Canadian telecommunications maker, in Ottawa next week.

Mr Jarvis is now head of PA Computers and Telecommunications in London, and he succeeds Mr Anthony Griffiths at Mitel. Mr Griffiths becomes chairman of Mitel's board. He took over leadership when British Telecom bought 51 per cent of the troubled Mitel late in 1985, and he has streamlined the company and brought its costs under control.

Mr Jarvis, an Oxford mathematics graduate, is moving with his family from London to Ottawa. It will be the first time he has worked for a British Telecom company. Mitel's main product is telecommunications switching equipment, and it expanded heavily under the leadership of Mr Michael Cowpland, its founder, in the early eighties. Mr Cowpland remains a director. "Mr Griffiths has turned Mitel's finances around," said Mr Jarvis, after the company's annual meeting in Ottawa last week.

### Buyout bid brings steppings-down at Marine Midland

By Kevin Hamlin in Hong Kong

MR JOHN R. PRETTY, chairman of Marine Midland Bank and its president, Mr Geoffrey A. Thompson, have resigned from Hongkong and Shanghai Banking Corporation's board to avoid any possible conflict of interest connected with HK Bank's offer to acquire the 48 per cent of Marine Midland that it does not already own.

At the same time, Mr Charles G. Blaine, a non-executive director of Marine Midland, has joined HK Bank's board. Marine Midland in 1981, after a lengthy battle with US banking regulators and politicians.

There are indications that this change may be a temporary measure that will last until a sub-committee of Marine Midland's board, set up to examine the offer, has made a recommendation to minority shareholders.

HK Bank offered US\$ 70 per share in cash, or US\$ 677m, for the 48 per cent of Marine Midland it does not own. HK Bank won control of Marine Midland in 1981, after a lengthy battle with US banking regulators and politicians.

### Mellon makes switches

MELLON Bank Corporation, the Pittsburgh-based parent of Mellon Bank, one of the top 20 US banks, has appointed Mr Anthony Terracciano and Mr Charles G. Blaine, a non-executive director of Marine Midland, as joint members of the board. Marine Midland has two members on the board of HK Bank.

Mr Terracciano and Mr Blaine are to be members of the newly-formed office of the chairman which will also include Mr Frank Cahoon, the chairman and chief executive; Mr Richard Daniel, vice-chairman and chief credit officer; and Mr W. Keith Smith, vice-chairman and chief financial officer.

## Accountancy Appointments

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If you're certain that your abilities match our requirements, telephone today Frances Richmond, Assistant Vice President on 01-600 2300 between 9.00am and 6.30pm or send your c.v. to her at Morgan House, 1 Angel Court, London EC2R 7AE.

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### Financial Controller

To £22,000 + Car

N.W. England

Our client is an expanding metals refining and processing division of a leading engineering organisation which produces and services an extensive range of products both in the UK and worldwide. With a current turnover of £10m, the business is recognised as an integral part of the group's activities, providing high quality materials specifically designed to meet the growing demands of their major manufacturing operations. A recent extensive investment programme in the operation's plant production facilities has ensured that it is poised for further growth into the 1990's.

To support this exciting phase of business development, a Financial Controller is required to control and develop the financial operations of the business. Reporting to the Divisional Manager, the initial objective will be to evaluate, develop and implement key financial and management systems and controls required for commercial decision making. In addition to

preparing and analysing financial and management information, a major feature of the role will be the scope to establish financial plans, set performance targets and to recommend change to maximise profit.

Candidates will be qualified accountants aged in their thirties, who have a strong accounting background preferably gained within a processing industry environment. Key personal attributes will include excellent communication and persuasive skills, a practical approach to problem solving, and above all a high level of commitment and determination to generate change and develop the business.

Please reply in confidence, giving concise career, personal and salary details to:

Judith Richardson, Ref. ER939,  
Arthur Young Corporate Resourcing,  
Citadel House, 5-11 Fetter Lane,  
London EC4A 1DH

### Strategic Consultancy

London

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Candidates will be aged between 27 and 32, will have a recognised University

degree with a minimum upper second grade, an MBA from a major business school and/or a professional qualification. Evidence of achievement in the candidate's personal and professional life will also be sought.

Interested candidates should write, with curriculum vitae, to Tony Martin, Executive Division, Michael Page Partnership, 39-41 Parker Street, London WC2B 5LH quoting ref: 435.

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### Financial Adviser

Central London

c £35,000

Our client is a successful and long established British group with substantial interests in both the UK and overseas. They are now seeking an experienced and commercially astute financial executive to provide advice and supervision on a range of matters which are material to the group's success.

The position is out of the ordinary with responsibilities which include investigating property and other business venture opportunities, assisting in funding negotiations, performing a co-ordinating role with the companies in which the group has invested and some accountancy work.

The successful candidate must be a Chartered Accountant aged not over 40 with wide ranging experience and a sense of humour.

Please send concise details, including current salary and daytime telephone number, quoting reference N2003, to A Moynan, Executive Selection Division,

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Grant Thornton House, Melton Street, Euston Square, London NW1 2EP.

### CORPORATE ACCOUNTANT

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Additionally you can expect to become closely involved in acquisition studies and proposals during a phase of planned expansion and growth.

Eligible candidates will be qualified accountants (ACA, CIMA, ACCA), aged 25-29, with a relevant background of experience in a commercial environment.



Applications with full CV to Jenny Tucker under ref A051  
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63 Mansell Street, London E1 8AN. Tel: 01-488 4174.

## FINANCE MANAGER

London c.£35,000 + bonus, car & benefits

Our client is a leader in the provision of computer-based information services, specialising in financial databases. Users include the leading banks, brokers, insurance companies and investment managers worldwide. Its International Division, headquartered in London, has offices in Tokyo, Hong Kong, Brussels, Frankfurt and Toronto. We are now seeking a Finance Manager for this division.

The successful candidate will assume responsibility for all financial activities of the International Division, including annual budgeting, monthly reporting and control, financial analysis, management information and accounting operations. Working closely with the General Manager, he or she will have the opportunity to make a major impact in

all aspects of financial and commercial strategy.

Candidates should be qualified accountants, with a good degree and at least five years accounting experience in a commercial environment. A services industry background would be particularly relevant. As well as having sound knowledge of computer-based financial reporting systems, previous experience with spreadsheet packages, such as Lotus 123, is highly desirable. The remuneration package, which is negotiable, includes an attractive basic salary, management bonus, company car, non-contributory pension scheme and other benefits.

Please reply in confidence, enclosing full career details and quoting reference I3506/L, to Valerie Fairbank.

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## Back Office Manager

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The manager will be responsible to the Board for the efficient running of all back office functions including settlements, data processing, liaison with financial management, personnel management, recruitment, training and Stock Exchange regulations/compliance.

Candidates must have extensive securities industry or banking experience, a general 'back office' management background and be technically first class. They should be confident that they are of general management potential. Remuneration is negotiable. Please either telephone Terry Fuller on 01-480 7766 during office hours, or 01-693 3739 at home for a strictly confidential discussion, or write to him with salary details and quoting reference LM928 at Spicer and Pegler Associates, Executive Selection, Friary Court, 65 Crutched Friars, London EC3N 2NP.

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The ideal candidate will be a qualified

accountant aged around 30, with experience in a major accounting firm or in the financial or planning departments of a large company. Excellent interpersonal skills, a questioning intellect and a commitment to quality are essential.

Please reply in confidence giving concise career, salary and personal details to Heather Male quoting Ref. L256, at Slade Consulting Group (UK) Ltd, Metro House, 58 St. James's Street, London SW1A 1LD. Tel: 01-629 8070.

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Whilst it is unlikely the parent organisation will seek stock market flotation, it is considered likely one of the main operating subsidiaries will achieve this goal and the successful candidate at some stage will have the choice of remaining with the Group or continuing as Financial Director in the operating subsidiary after flotation.

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## FINANCIAL CONTROLLER /COMPANY SECRETARY

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They seek professionally qualified accountants with at least one to two years p.q.e. to integrate into a close-knit team. You should be able to work with the minimum supervision on the preparation of UK corporate tax computations and will increasingly gain exposure to tax planning and advice.

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If you possess the necessary qualities and are excited by the challenge offered, you should write to Jon Anderson ACMA, Executive Division, enclosing a comprehensive curriculum vitae and telephone number quoting ref: 436 at 39-41 Parker Street, London WC2B 5LH.

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## Financial Controller

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## Kleinwort Benson Group

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## Financial Controller

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SW Home Counties,

Package c £40,000, Subsidised Mortgage, Car

The client, a very young and fast-growing subsidiary of a major US financial institution, is successfully exploiting a new and expanding market within financial services. Reporting to the Financial Director, who has a wide range of responsibilities, the successful applicant will take full control of financial and management accounting, with seven staff including qualified accountants and ensure that the function plays a full role in the continued profitable development of the company. Candidates, qualified accountants aged around 30, must show an outstanding commercial intellect, proven staff management skills, a record of achievement in a fast-changing environment and the potential for significant career development.

H.W. FitzHugh, Hoggett Bowers plc, 1/2 Hanover Street, LONDON, W1R 9WB, 01-734 6852. Ref: H11012/FT

## Financial Controller

New Appointment, Essex

c £24,000, Car, Substantial Performance Related Bonus

This long established UK public company has embarked on a strategy of expansion through organic growth and acquisition of complementary businesses. One result is the creation of a potentially highly profitable packaging division with product markets in finance and allied industries. As a member of the small management team, the position will lead the finance function with main tasks of upgrading systems and control and contributing to financial and general analysis, strategy and planning. Candidates will be Chartered Accountants in their early/mid thirties, preferably with a degree level qualification and proven experience in responsible line positions in a manufacturing industry. Natural authority, dedication, drive and relationship skills are among the personal qualities being sought. Benefits are substantial and prospects excellent for the outstanding performer.

J.L. Duff, Hoggett Bowers plc, 1/2 Hanover Street, LONDON, W1R 9WB, 01-734 6852. Ref: H14017/FT

## Divisional Financial Accountant

With Director Potential

Engineering

Midlands, £20-25,000, Car, Benefits

Divisional responsibility for statutory accounts, co-ordination of all financial and accounting matters of operating companies, plus computing policy and systems development are key duties in this senior level appointment. With a turnover in excess of £80m per annum, this is a substantial division of a major UK engineering group, with first class financial systems and controls. Ideally 30 plus, a qualified accountant, you must have a blend of excellent technical skills and top level financial management ability in the process and interpretation of key financial data at Board level. You will have held significant responsibility within a manufacturing/engineering environment. This is a position requiring a major contribution both at operating company and Divisional Board level. The remuneration package includes a substantial salary plus bonus and a full range of benefits.

J.A. Thomas, Hoggett Bowers plc, 7 Lisbon Square, LEEDS, LS1 4LZ, 0532 448661. Ref: L13025/FT

## Corporate Finance Analyst

Major US Oil Company

Central London, Up To £23,000

A busy Corporate Finance Department is seeking an additional senior analyst to join the existing team of Analysts. As a member of the team you will be engaged in all aspects of Corporate finance including treasury and asset-based financing. At short notice as with other team members you will be required to deputise for the Managers of the Treasury and Finance functions. The post will provide an excellent training opportunity for numerate graduates with an accounting qualification wishing to build on their existing experience in Corporate Finance or for an MBA seeking their first post in a finance function.

D. Venables, Hoggett Bowers plc, 1/2 Hanover Street, LONDON, W1R 9WB, 01-734 6852. Ref: H15011/FT

These positions are open to male or female candidates. Please telephone for a Personal History Form to the relevant office, quoting the appropriate reference.



# Acquisitions

## Young Accountant

£20,000 + Car + Benefits

West End

Join an investigative team identifying prospective acquisitions primarily in the consumer products, recruitment and engineering sectors for this rapidly expanding £250m turnover group. After a few months familiarising yourself with corporate accounting procedures you will work regularly with the Deputy Chairman while researching and assisting in purchase negotiations. You will also conduct post-acquisition assignments within newly acquired companies and this may involve travel both in the U.K. & U.S.A. There will be the opportunity of acting as the short-term Controller of new, smaller subsidiaries.

A NEWLY/RECENTLY QUALIFIED ACA/ACCA/ACMA aged early/mid 20's can expect Financial Directorship of a medium/large autonomous subsidiary within 2-3 years. Contact VIVIENNE SHALL on 01-404 3155 at ALDERWICK PEACHELL & PARTNERS, Financial and Accountancy Recruitment, 125 High Holborn, London, WC1V 6QA.

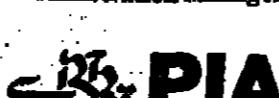
#### Assistant Finance Manager

We are looking for a Qualified Accountant/MBA who should possess some post-qualification experience, though this is not essential. Responsibilities will include supervision to achieve timely reporting of passenger/cargo sales, credit control, disbursements, budgetary control, funds management and compilation/review of other accounting/management information reports.

We have a computerised accounting system which conforms with our global reporting requirements. Mainly ours is a reporting branch operation for UK and Ireland.

Benefits include 25 days' annual leave, annual holiday pay, luncheon vouchers, 13th-month salary, contributory pension scheme and rebated air travel for self and family as per rules. Interviews will be held during August 1987 and selected candidates will be expected to join as early as possible.

Please send your detailed applications by 28th July, 1987 to:-  
Administration Manager UK and Ireland



PAKISTAN INTERNATIONAL AIRLINES  
1-15 King Street, London W6 9HR

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32 Savile Row, London W1 - Tel: 01-734 3879 (24 hours)

Commugt

# FINANCE DIRECTOR

## INSURANCE: MANAGING AND MEMBERS' AGENCY

c.£35,000 plus substantial benefits

Our client is a Lloyd's managing and Members' Agency where it is desired to give a new impetus to develop the business.

The finance director will be involved in all commercial aspects of the business and, of course, lead the finance and accounting function itself. There will be a need to operate in accordance with Lloyd's requirements and also to guide the development of computerised systems and procedures.

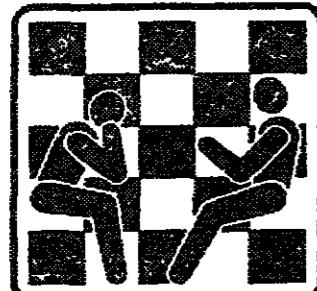
Applicants, ideally aged between 35 and 40, should be qualified accountants and possess insurance experience gained in a members' or managing agency. It is essential to possess relevant computer systems knowledge.

Appointment to the Board is likely to occur within six months. In addition to a basic salary, a car is provided, there is a non contributory pension scheme plus profit sharing and a bonus. In addition there is the possibility of equity participation.

In the first instance, please send career details in confidence to Michael Ping quoting reference F/1017/F at the address below.

**Ernst & Whinney**  
Executive Recruitment Services

Becket House, 1 Lambeth Palace Road, London SE1 7EU.



## Fast moving advertising agency seeks deep-thinking strategist

### Finance Director

Age 27-32

Our client is one of the fastest growing advertising agencies in London and is committed to remain wholly independent. Turnover has trebled in the last year to £15m, a growth rate the Board fully intends to maintain.

The decision to appoint a Finance Director reflects the next stage of the Company's development. For the right person, it represents a rare opportunity to participate fully in the building of a major business, with promotion prospects to the Group Board.

You should be a high calibre qualified accountant with post-qualification experience, although not necessarily gained in the advertising world.

You should be strongly commercial in your outlook, computer literate, and committed to providing essential management information systems for effective business decision making. You must display a character that is both assertive and diplomatic.

Written applications, enclosing up-to-date CV, should be submitted in strict confidence to Malcolm Edgell, BSc, FCA or Carol Saunders, BA at 410 Strand, London WC2R 0NS quoting reference 7827.



FINANCIAL & MANAGEMENT RECRUITMENT CONSULTANTS  
**DOUGLAS** **DIA** **LLAMBIA'S**  
LONDON LIVERPOOL MANCHESTER ABERDEEN EDINBURGH GLASGOW  
DOUGLAS LLAMBIA'S ASSOCIATES LIMITED, 410 STRAND, LONDON WC2R 0NS  
TELEPHONE 01-536 9501

# CORPORATE FINANCE

### Birmingham

County NatWest has four UK Regional Offices — Birmingham, Leeds, Manchester and Edinburgh — each of which has a high reputation for providing corporate finance, development and venture capital and lending services to the local business community.

In order to service existing clients and new business opportunities, we are seeking to appoint 1/2 Executives to handle corporate finance transactions. Candidates should be accountants or lawyers with up to 2 years' post qualification experience — preferably in the less routine aspects of the profession, eg investigations.

Comprehensive training will be given, which will involve up to 6 months' attachment to a corporate finance team in London.

Similar opportunities will be available in the Leeds and Manchester Offices in the near future.

If you have an excellent academic and professional record to date and wish to be considered for a career move into Corporate Finance please send a detailed c.v. to: Ian Carlton, Personnel Manager, County NatWest Limited, Drapers Gardens, 12 Throgmorton Avenue, London EC2P 2ES.

**COUNTY NATWEST**  
The NatWest Investment Bank Group

# Financial Director

### SOUTH COAST

The Sunsail Group is Europe's leading specialist tour operator providing sailing holidays throughout the world. Following a period of rapid growth which has seen the Group expand to a current level of turnover in excess of £5m we now seek to appoint a Finance Director.

The successful candidate will manage a small team and be responsible for the Group's financial management, whilst also working with the Managing Director on the evaluation and implementation of plans for the Group's continued growth and development. These plans should lead to a USM flotation in 2-4 years' time.

Applicants, aged 28-35, should be qualified accountants with several years' experience gained in a commercial environment. Knowledge of the leisure industry would be an advantage.

To apply you should write enclosing personal and career details to the:

Managing Director  
Sunsail Group of Companies  
Northney Marina  
Hayling Island, Hampshire PO11 0NH

# SENIOR FINANCIAL ROLE

for market leading financial services organisation

**AYLESBURY**  
c.£35K + car +  
SUBSTANTIAL BENEFITS

Please send a full CV with details of your career to date to:  
Richard Farmer, Staff Manager, The Equitable Life Assurance Society, Walton Street, Aylesbury, Bucks, HP21 7QW. Tel: (0286) 363106.

**The Equitable Life**  
You gain because we're different

a key role in managing the development and implementation of new computerised accounting systems within the framework of the Society's systems strategy and corporate plan.

A qualified accountant and aged 35+, you will have the resilience, tenacity and management skills to make an impact throughout the company. You must have a broad-based financial background including proven computer systems experience. Life assurance or unit trust experience would be highly desirable.

We offer a range of benefits which includes non-contributory pension scheme, 28 days' holiday, generous staff house purchase scheme, free lunches, excellent working environment and relocation expenses where appropriate.

# Appointments

## Advertising

£43 per single column centimetre

Premium positions will be charged £52 per single column centimetre

For further information, call:  
01-248 4782

Daniel Berry  
Ext. 3456

Tessa Taylor  
Ext. 3351

# The Search for Excellence

## TWO EXCEPTIONAL OPPORTUNITIES FOR GRADUATE ACCOUNTANTS

### Central London

THE CLIENT is a household name financial services group with an asset base comfortably in excess of £20 billion. Its competitive edge, innovative approach and commitment to customer service are designed to maintain its leading position in a technologically advanced and fast moving economic sector. Diversification of its activities will substantially enhance its high standing and ensure further sustained growth.

THE POSTS require graduate accountants aged under 30 who combine impressive numeracy with analytical flair and sound interpersonal skills with strong potential for career advancement. Both positions are based within the Group's Management Information/Budgets area and both offer outstanding prospects.

### Senior Management Accountant

A qualified Chartered Accountant, you will be responsible for the evaluation of substantial capital investment proposals, for identifying optimal investment strategies, for the preparation of reports for general management and the Board, for performance monitoring and for the investigation of new methods of evaluation. Ref 4935.

THE REWARDS package fully reflects the importance of these posts and, in addition to the benefits specified above, will include an annual profit share, performance related pay rises, excellent pension scheme, BUPA, and, where appropriate, full relocation costs.

If you are interested in either of these exceptional career opportunities, please write briefly enclosing a CV or telephone for a personal interview form to J. Constable, Director who has been retained by the company to produce a short list for each appointment.

### Senior Profit Analyst

A qualified Cost and Management Accountant, you will be responsible for the investigation/implementation of methods for the measurement of unit efficiency/profitability, for the optimal allocation of resources, for existing/new product costing/profitability studies and for the introduction/enhancement of related DP systems. Ref 4935.

RECRUITMENT SELECTION & ADVERTISING

43 Eagle Street, London EC1R 4AP  
Tel: 01-242 8109 or 049 5519 (out of hours)

# Chief Executive

London

Total Package c.£70,000

Our Client is a major professional practice which has enjoyed substantial growth in recent years. To accommodate its continued planned expansion, the Firm, which places a premium on service, has identified the need to appoint a Chief Executive to play a crucial role within its management and professional structure.

As a key member of the Management Committee, the appointee will be responsible for all aspects of the Firm's support management, which is considered vital to the commercial development of the business.

Candidates will be senior professional managers with outstanding commercial experience. They are likely to be aged 35-45 and be able to demonstrate good communication skills, total commitment, the ability to command the confidence of partners and to lead a management team of diverse skills.

Interested candidates, who meet these demanding criteria, should send a detailed CV including current salary to Don Day FCA, quoting reference LM916, at Spicer and Pegler Associates, Executive Selection, Friary Court, 65 Crutched Friars, London EC3N 2NP.

**Spicer and Pegler Associates**  
Executive Selection

# ASSISTANT GENERAL MANAGER (FINANCE)

c. £20,000

The Scarborough is a strong, progressive and expanding regional Building Society with assets exceeding £160 million.

We are looking for an innovative and energetic Chartered Accountant to strengthen the General Management team. The role will involve the responsibility for treasury, financial and management accounting, as well as wider involvement in policy and future planning.

The salary package will reflect the responsibilities, and will include a motor car, non-contributory pension scheme, life assurance benefits, BUPA membership and concessionary mortgage. Relocation expenses will be paid where appropriate.

If you are interested in joining a young and exciting management team apply in writing, detailing your previous career, present occupation, responsibilities, salary and educational qualifications to: Peter Gargett, F.C.B.S.I., M.B.I.M., Chief Executive and Director, Scarborough Building Society, P.O. Box 6, Scarborough, YO12 6EQ. Applications should be marked 'Private and Confidential'!

**The Scarborough**  
BUILDING SOCIETY  
For generations, the best way to save

# Corporate Accountant

**WHITEBREAD**

£20,000 + car and benefits

Whitbread, a 45,000 employee, \$1.5 billion turnover business is now strongly positioned in three principle activities - brewing and wholesaling, retailing and leisure, and wine and spirit. Although most of its revenue is earned in the UK, there are substantial and growing operations in North America and Europe. An opportunity has now arisen within the Head Office Corporate Finance team for a two year post-qualified ACA position dealing with planning, operation and production of the Consolidated Group Statutory Accounts and Financial Analysis. You will have strong technical skills, the personality to fit into a small friendly team atmosphere and be capable of independent thought to deal with projects as they arise. This is seen as a development role and ideal for a first move into commerce. Please contact Steve Anthony Tel: 01-242 6321, Personnel Resources Ltd, 25 Gray's Inn Road, London WC1X 8US.

The Obvious Choice

ACA: Two new members of a recently formed Projects team are required by a prime American bank. The assignments are varied and the work stimulating. Prospects are excellent. Package c.£20,000 p.a.

ACA: Corporate/Project Finance, European bank. A qualified, familiar with financial services and micro-computer modelling techniques. To provide research and technical support in the development of a corporate finance function. To £19,000 plus s.m.

Tel: Shelagh Arnell 01-583 1461

or send c.v. in confidence to:

asb Recruitment

30 Fleet Street, London EC4Y 1BE

Just, no Jits

## Financial Controller c.£20,000 (neg)

Our client, a successful group of engineering companies based in Southern England with global interests, is seeking an experienced Financial Controller to contribute to the continuing profitable growth of its major subsidiary. The position is likely to be of interest to an ambitious executive whose track record demonstrates Director potential.

Reporting to the Group Finance Director the main accountabilities are for statutory accounts, financial planning disciplines, financial administration, credit control and dealing with financial institutions.

Applications are invited from Chartered Accountants aged 30-40 years with industrial accountancy experience, preferably engineering, and recent experience of big 'eight' audit procedures.

In addition to competitive salary and growth potential there are free medical insurance, pension scheme, relocation assistance where required and other benefits.

Confidential Reply Service: Please write with full CV quoting reference 2083/JW on your envelope, listing separately any companies to whom you do not wish your details to be sent. CV's will be forwarded directly to our client, who will conduct the interviews. Charles Barker Recruitment Limited, 30 Farringdon Street, London EC4A 4EA.

**CHARLES BARKER**  
ADVERTISING SELECTION SEARCH

### APPOINTMENTS ADVERTISING

£43 per single column centimetre  
Premium positions will be charged £52 per single column centimetre

For further information, call: 01-248 8000  
Daniel Berry Ext 3456 Tessa Taylor Ext 3351

## Exceptional Career Opportunities YOUNG FINANCIAL MANAGERS

Thames Valley £20,000 — £30,000 + benefits

Mars Confectionery is a leading FMCG company with a consistent record of success in one of the UK's most competitive market sectors. Effective financial management and controls play a key part in maintaining our impressive level of profitable growth.

Now, no less than three internal promotions have created opportunities for ambitious, recently qualified accountants with clear management potential to join our young, highly professional finance team.

Initially, you would be responsible for a department involved in either commodity or financial accounting. But whatever your specific responsibilities, you can confidently anticipate in-depth involvement in all areas of our fast-moving business — which means the opportunity to contribute to key decision-making and influence financial performance from day one.

We are looking for people who possess, in addition to the expected first-class professional skills, the ability and drive to expand the scope of their roles and actively contribute to the success of the business.

accountants who have already demonstrated above-average potential, and who are now looking to broaden their experience in a stimulating commercial environment.

First-year salaries within the range indicated will be backed by performance and business bonuses plus a comprehensive non-contributory benefits package including relocation assistance if appropriate. Success will result in excellent prospects for further career advancement — by no means restricted to financial management — within Mars Confectionery or other Group companies in the UK or overseas.

To find out more and to obtain an application form, please ring 01-235 3627 (our 24-hour recorded answering service).

We are an equal opportunity employer.



## FINANCE MANAGER

(Director Designate)

LETCHEWORTH, HERTS £ neg + car + benefits

Access Electronic Components Limited, and its associated companies form a rapidly expanding division of the successful Diclonia group. From a standing start in 1980 Access has grown to be one of the major franchised electronic component distributors in the country, with sales currently running at £5m p.a.

Reporting to the Managing Director, the Finance Manager will assume responsibility for all aspects of the financial, and computer systems development functions of the division. The successful applicant will also be expected to contribute to strategic business planning and the general commercial management of the business.

Candidates should preferably be qualified accountants, in the age range 27-35 with some years relevant managerial experience, and possessing the strength of character and ability to become a key member of a dynamic management team.

Career prospects are excellent and the rewards include a negotiable salary in line with experience, together with substantial benefits.

Apply confidentially in writing enclosing c.v. and details of current remuneration package to:

Mike Massie, The Access Group,  
Jubilee House, Jubilee Road, Letchworth, Herts SG6 1QE

## EDITOR Accounting Publications

Lafferty Publications is looking for a senior specialist in accounting information to provide editorial direction and management for its group of accounting publications — The Accountant, International Accounting Bulletin and Bank Accounting Report.

Preferably a qualified accountant, the editor will be responsible for ensuring editorial quality, motivating the editorial team and devising and introducing new products.

This is a high-profile, stimulating position with a group which aims to be a leader in excellence in accounting information.

Salary is negotiable and will not be a barrier to the right applicant; a highly attractive package, including profit sharing, is available.

Peter Sabin — Publisher

LAFFERTY PUBLICATIONS LIMITED  
2 Pear Tree Court, London EC1R 0DS  
01-251 5543

## FINANCIAL DIRECTOR

Bromley, Kent

£235,000 + car

Age: 28-40

Blenbury plc is a rapidly expanding Housebuilder specialising in the retirement market, which is on target for USM flotation before the end of 1987.

Reporting to the Managing Director, the Financial Director will be responsible for negotiations with banks and financial institutions; cash flow; provision of management information; running the accounts department; administration and secretarial matters. It is the intention that the right person will move into the Managing Director's position at the earliest opportunity.

Candidates must be chartered accountants in the age range 28-40 and preferably have experience in Housebuilding/Property related businesses. This could have been obtained either in a housebuilding/property development company, a financial institution, or the accounting profession. The salary is negotiable £235,000 plus car and there are attractive benefits, including an extremely valuable equity participation package.

Please send a comprehensive career résumé, including salary history and daytime telephone number, quoting ref. 2812 to W.L. Tait, Executive Selection Division.

**Touche Ross**  
The Business Partners

Thavies Inn House, 3/4 Holborn Circus, London EC1N 2HR.

Telephone: 01 353 7361

## c.£45,000 p.a. + bonus Finance and Administration Director W. Home Counties ENERGY

A Chartered Accountant, male or female, aged 40-50, with at least twelve years progressive line experience, in industry, up to Finance Director level, in companies with a turnover of not less than £350 million p.a. Involvement in company taxation and sound computer experience are essential. Experience of treasury matters and exposure to the "City" desirable but not essential. Must be of the calibre to be appointed the Group PLC Finance Director, on the present incumbent's impending retirement. An outstanding career opportunity with Britain's market leader in its field. Excellent fringe benefits include stock option, bonus, non-contributory pension, company car, medical/life cover and relocation expenses.

Suitably qualified candidates please phone 01-600 4708 for an application form quoting GF715 (24 hour service).

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104 NEWGATE STREET, LONDON EC1

# A RARE TALENT?

Midland Montagu is the investment banking and securities arm of the Midland Bank Group. As an integrated sector-wide operation it is responsible for the Group's wholesale banking operations, not only in London, but also in leading financial centres such as New York and Tokyo. Rapid development of new products, services and systems within our investment banking business pose exciting and varied challenges for our financial managers. To meet such a need, and as a result of promotions, our finance function — very much at the heart of these operations — is now keen to build upon its existing highly professional team by recruiting a 'cadre' of top calibre financial expertise.

range of financial work. Mature and flexible in approach, you must also have the potential to develop a "fast-track" career — be it in financial management or mainstream investment banking.

A qualified accountant — with an excellent academic record — you should either be professionally trained in a large worldwide practice or have sound relevant commercial experience with an international blue-chip organisation. Previous experience of investment banking or Corporate Treasury activities would be useful. Career development prospects are, as you might expect, excellent.

Salaries, probably within a range £20-24,000, will not be a limiting factor in attracting the right candidates.

Excellent benefits include mortgage subsidy, non-contributory pension scheme and family medical care.

Please apply in writing with full CV, to: Carolyn J. Bland, Manager, Personnel Operations, Midland Montagu, 10 Lower Thames Street, London EC3R 6AE. Tel: 01-260 9800.

Midland Montagu

Midland Montagu

## Financial Controller

Newport, Gwent to £30K + car

Operating in a truly international business, INMOS is a world leader in the microelectronics industry. With state-of-the-art products and innovative designs, worldwide revenues are projected to exceed \$100m this year, with significant growth in the future.

We now seek a Financial Controller to assume overall responsibility for the finance function of the UK operations which include the group's principal manufacturing operations, Microcomputer Design Centre and European and Japanese sales offices.

In addition to maintaining all financial records, you will be responsible for providing all the financial information required to manage the

business in a dynamic and highly competitive environment.

You must be a qualified accountant (ACA or ACMA) with good post qualification experience in industry, preferably in a fast-moving manufacturing environment.

Salary is negotiable within the region of £25K to £30K and is supported by a generous range of benefits including relocation.

If you believe you have the right degree of commitment and flexibility to thrive in this constantly developing market, please send your full cv to: Jacqui Porter, Personnel Manager, INMOS Limited, 1000 Aztec West, Almondsbury, Bristol BS12 4SQ. Tel: (0454) 616616.

## CHIEF FINANCIAL OFFICER

City to £45,000 + car + substantial benefits

Our client is the City headquarters of a growing international group with activities concentrating in mining, financial services, property, shipping and leisure.

Owing to future anticipated growth, the company has decided to recruit a Chief Financial Officer. Working closely with the directors of the business, responsibilities will include developing and managing the finance function with emphasis placed on tax planning and corporate strategy.

Activities are worldwide and the person will need to liaise with all group companies which will involve working within a demanding and dynamic environment.

Applicants must be qualified accountants or MBAs who can demonstrate continual progress in their career to date. Experience will have been gained in a fast moving business environment and it is essential that candidates can demonstrate good commercial awareness.

In addition to the salary, the appointee will receive substantial fringe benefits and will join an organisation where career opportunities are considerable.

Please send brief career and personal details to Carrie Andrews quoting reference F/387/A, at the address below:

**Ernst & Whinney**  
Executive Recruitment Services

Becker House, 1 Lambeth Palace Road, London SE1 7EU.

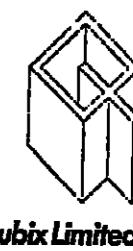
## FINANCIAL CONTROLLER DIRECTOR DESIGNATE circa £20,000 + benefits

We are a rapidly expanding young company in the office furniture industry. We have our sights firmly fixed on a market flotation within the next five years and we are seeking a young, enthusiastic, hi-tech orientated financial controller with either chartered or certified accountancy qualifications to guide us to our goals in a controlled and business-like fashion.

The successful applicant will be between 26-36 years of age, have a strong business flair and be adept in devising workable analytical systems and have the strong desire to become totally involved in our business.

Apply in writing with full c.v. to:

Retained Recruitment Consultant  
Matthew Jackson  
Qubix Limited, 9 Whitefriars Estate,  
Tudor Road, Harrow HA2 5TD



Qubix Limited  
Office Systems Furniture

# MANAGER-INTERNAL AUDIT

STEP INTO A CAREER WITH A COMPANY IN THE FOREFRONT OF GLOBAL COMMUNICATIONS

## HOW MUCH OF YOURSELF DO YOU RECOGNISE?

**Forward-looking** You are one of those exceptional, forward-looking professionals who needs to see a career developing, in the longer term, as well as in your current role.

**Energy and drive - but...** At the moment, you are faced with middleweight opportunities, but have enough energy and drive to propel yourself into a heavyweight role. However, you can't see how you can achieve this within your present organisation.

### Ambitious for management

You have bags of ambition, and are hungry for progression. You want very much ultimately to get into mainstream line management; given the opportunity, you could do it.

If these are your aims, here is an opportunity tailor-made for you, with one of Britain's largest and most successful international organisations.

You'll be helping to manage an audit department especially created to make a positive contribution to the effectiveness and efficiency of operational procedures and controls. The profitability of our operating divisions

is ultimately based on London, from which facilities for overseas travel are considerable. Up to 50% of your time will be spent Cable and Wireless

This is a unique opportunity both to enhance your career and expand your personal experiences to long term effect. If you are the person we want, you will want that too.

You'll probably be in your early thirties, with a good degree and relevant accounting qualification gained within one of the big eight audit firms. Additionally

you should have 2/3 years in internal audit at management level, with an international industrial or commercial organisation which will have included

experience of computer-based accounting systems.

You'll be no stranger to mature, structured yet innovative thinking; and be a skilled, persuasive communicator. For the career you'll be stepping into,

you'll need all that.

We offer an individually tailored and competitive salary package, with attractive benefits including a Company car, pension and private medical

scheme.

If you recognise yourself here then we want to hear from you. Please send your CV to: The Recruitment Manager, Cable and Wireless plc,

Mercury House, Theobalds Road, London WC1X 8HC. Tel: 01-405 4980 (24 hrs). Quoting ref. R532/PL.

**Cable and Wireless**  
Helps the world communicate

## 20 Accountancy Personnel

Placing Accountants First



### GROUP AUDIT CONTROLLER • LEISURE PLC •

£20,000 (Neg) + Prestige Car

**Central London**  
Leisure is the growing industry in Britain today and First Leisure are at the forefront of this market with an impressive portfolio of activities including the premier chain of discos/nightclubs; resort facilities (including the Blackpool Piers, Tower and Winter Gardens), a marina, theatres, snooker, squash, ten-pin bowls and restaurants/taverns.

Sustained profitable growth now necessitates the recruitment of a commercially astute auditor who will report directly to the Board and undertake a challenging role encompassing systems development, internal audit, liaison with external auditors, ad hoc projects and overall management of the audit team. This is therefore a high profile role offering real long term prospects for the ambitious candidate.

Candidates, who will ideally be in their 30's, need not be qualified but will demonstrate a pro-active and analytical mind coupled with an awareness gained by at least 3 years commercial audit experience. Previous exposure to related service industries is essential.

For further details, please contact:  
Kim Poole,  
Accountancy Personnel,  
307/308 High Holborn,  
London WC1V 7LR.  
Telephone: 01-404 4561

### DEPUTY CONTROLLER • INTERNATIONAL BANKING •

City

£25-33,000 - Banking Benefits

This is an exceptional opportunity for a graduate Chartered Accountant (late 20's - mid 30's) to stay away from mainstream accounting and towards operational management in International Banking.

Supporting the Operational Controller, the function is largely non-routine and has been established to provide more efficient control by identifying the risk elements inherent in all of the Bank's transactions and procedures.

Candidates must have had previous exposure to Banking, either through audit or direct appointment.

For further details, please contact:  
Martin Humberstone,  
Accountancy Personnel,  
63/65 Moorgate,  
London EC2R 6BR.  
Telephone: 01-638 8081



### DIVISIONAL FINANCE MANAGER

Burton-on-Trent

£ Attractive Package

Our client is the footwear manufacturing division of Pirelli Ltd, part of a successful international group. This forward-thinking organisation now has an opening for a dynamic qualified accountant, preferably A.C.A. who possesses first-class technical and communication skills.

The position, reporting to the General Manager, offers responsibility for controlling the division's total accounting, including monthly management accounts, budgets and business plans, as well as ad-hoc projects and the development of financial systems.

The company offers an attractive remuneration and benefits package including relocation assistance where necessary.



### FINANCIAL DIRECTOR

Wiltshire

To £20,000 + Car

The Savage Group is a small but highly successful and expanding organisation based in the beautiful Wiltshire town of Devizes.

Involved primarily in the manufacture of electrical transformers, the Group now seeks a Qualified Accountant to report directly to the MD/Chairman. Scope for responsibility will include all accounting procedures for two subsidiary companies, company secretarial duties and the maintenance and improvement of the group's computerised systems.

Salary package is fully negotiable and includes a company car, pension scheme and BUPA.

## TOMORROW'S DIRECTORS

2 ACA's AGED 23-28

NEG TO £23,000 + CAR

Our client, a major SOUTH EAST based BRITISH CO with sales of £1,200m+ is the UK leader in its main sphere of operations, and has significant turnover in the USA and Europe.

A recent acquisition allied to swift ongoing organic growth prompts the requirement for TWO OUTSTANDING YOUNG ACA's with high interpersonal skills and a glowing track record to date.

The successful candidates will initially join a central dynamic team from which one of the company's present directors emerged.

You are likely to be a graduate trained with one of the UK TOP TEN PROFESSIONAL FIRMS who feels relaxed and generates confidence amongst peers, subordinates and senior executives up to board level.

ACCOUNTANCY APPOINTMENTS EUROPE

1-3 Mortimer Street, London W1

Tel: 01-580 7739/7695 (direct)

or 01-637 5277 ext 251/292

**Accountancy Appointments Europe**

*Ben Johnson*

catalogues. The company, which is a major subsidiary of R.R. Donnelley & Sons Co of the USA, has expanded organically and through acquisition. It has invested in the most sophisticated print equipment and has a group sales turnover of £85m.

### DIVISIONAL FINANCIAL CONTROLLER

Print Industry

York

Attractive salary + car + benefits

The need is for a controller of the largest division based in York (turnover £48m). The candidate will hold a senior position within the division's executive team and will be expected to make a major contribution to the division's performance.

Responsibilities will be wide ranging and will include the following:

- Administration of the accounting function for the York division with responsibility for budgets, forecasts and expansion plans.
- Maintenance of the pricing function with involvement in pricing decisions

for the division.

■ Advising the Division Director in all accounting and commercial matters.

You will be a qualified accountant, aged 30 to 45, ideally with a background in the printing industry. Personal attributes will include strong leadership qualities and technical ability, a practical approach and the capacity to work well under pressure.

An attractive salary package is offered, together with a quality company car and private medical insurance etc. Relocation expenses are available where appropriate.

**FORSYTHE & KAYEE LTD.**  
ACCOUNTANCY APPOINTMENTS

13/14 Park Place, Leeds LS1 2SJ

Telephone: (0532) 450851

*Just in tip*

## COST AND MANAGEMENT ACCOUNTANTS THE AEROSPACE INDUSTRY

Our client is an international public quoted company. Based near London, it manufactures seals and operates airtships worldwide. It recently won a US\$170 million contract to develop a new application of its system for the US government. We wish to recruit urgently two experienced and competent qualified Accountants—probably ACCA's—as follows:

### COST AND MANAGEMENT ACCOUNTANT

c. £27,500

This person will have overall responsibility for the timely recording and monitoring of all manufacturing, assembly and projects undertaken in the general course of business by the company. This will or may involve project cost control, manufacturing overhead cost control, cost estimation, management and operating overhead control. This is a new and key position in the Company's overall management structure. The successful candidate will probably have worked within a project engineering or a manufacturing environment or a similar role where he or she has monitored and controlled value added costs arising within an industrial environment.

### PROJECT ACCOUNTANT

c. £25,000

The successful applicant will be responsible for cost management of the Group's involvement in the US contract. He or she will run the management accounting function and will monitor expenditures in line with established parameters. We seek an outstanding person with the background and experience to manage this role. Candidates (male or female) must demonstrate that they have experience of large project financial control, possibly gained within an R & D environment or at a senior level in an engineering oriented project.

Candidates who wish to be considered for either of these challenging positions should write, enclosing a detailed CV, to The Senior Partner at:

## THE IVY LEAGUE CONSULTING GROUP

P.O. Box 362

Reading RG1 1NA

Please indicate which of the above positions is of interest. Applications will be treated in the strictest confidence.

## Porton International PLC

### CHIEF ACCOUNTANT

c. £27,500 + benefits

Porton International PLC is a leading international group in the field of biotechnology. An exciting and challenging opportunity for a chartered accountant has occurred as a result of the rapid growth of the group. Very substantial future expansion is envisaged and the successful applicant will have a wide range of responsibilities including staff management and systems development. Career prospects are excellent.

Candidates should have management experience, strong financial skills and the ambition and commitment to succeed. Location: Stoke Poges, near Slough, Bucks.

Please write in confidence, enclosing a summary of your qualifications, experience, current remuneration and daytime telephone number to:

Group Financial Controller  
PORTON INTERNATIONAL PLC  
100 Piccadilly, London, W1V 9FN

## FINANCE DIRECTOR

### DESIGNATE

COMMUNICATIONS GROUP

POTENTIAL USM COMPANY

South East Essex Salary Package Negotiable

Our client is a specialist high technology printing group who have achieved rapid yet highly profitable growth and are committed to an expansionist policy leading to the USM. The pace of recent development has created the opportunity for a senior qualified accountant to join our highly motivated management team as Finance Director Designate to strengthen the group's financial expertise. Initial responsibilities will include the development of sophisticated management information systems to enable the group to maintain its rapid growth record.

This is a new appointment requiring an assertive, positive and energetic approach combined with interpersonal and communication skills. You will be expected to make a real contribution to the strategic development of the group as well as assuming responsibility for all financial matters affecting group activity.

Salary and benefits will be by negotiation, but the package will be substantial and in line with the responsibilities and development potential of the position.

If you believe you have the abilities and experience to meet this challenging position please write in confidence with full career details including salary, to:

Berke Fine  
Apex House  
Waterloo Lane  
Chelmsford CM1 1BD



## SENIOR EXECUTIVE — ACQUISITIONS

BBA Group wishes to re-strengthen its small Headquarters' team by recruiting an analytical and creative executive. The Group is dedicated to growth through organic development and further acquisitions.

The successful candidate, in his/her early forties, is likely to have a financial or legal background. Demonstration of executive capability will lead to wider responsibilities in corporate affairs.

Salary will be dependent on the candidate's background and experience, and excellent fringe benefits are provided, including a non-contributory pension scheme and a company car.

Applications, with current CV, to:  
Mr. F. Howard, Group Personnel Manager,  
BBA Group PLC, PO Box 20, Whitechapel  
Road, Cleckheaton, West Yorkshire BD15 6HP.

The British-based International Company with interests in Automotive and General Engineering, Conveyor Belting and Industrial Textiles.



Major opportunity for a management accountant with broad business horizons: secure your future with a Fortune 500 corporation and

## European Internal Auditor

to £23,000 + car UK-based

Reporting to the European Audit Manager (whose office is in Holland) your role will be to guide and assist your colleagues in business, financial, manufacturing, marketing and sales management throughout Europe to achieve efficiencies and long-term business success through the maintenance of a corporate culture which is dedicated to growing the bottom line:

- participating in the planning of the European audit strategy.
- performing operational (c 70% of time) and financial (c 30%) audit.
- identifying and reporting on opportunities to leverage profitability/neutralise threats to operating effectiveness.

Probably 22-plus; ICAIA or perhaps ACCA or equivalent; and maybe with a business studies qualification; 5-10 years' experience - mostly or wholly gained in leading-edge manufacturing companies; with a domestic base which enables you to travel extensively in the UK and elsewhere in Europe - you'll relish new challenges and thrive in this high profile role. Write now with succinct relevant career summary and salary statement; or telephone Roger Stephens/Ann Judge for a brief initial discussion. Ref. 8736.

**Roger Stephens**  
& Associates

Management - Search - Selection  
Chequers House, 1-3 Park Street, Old Hatfield,  
Herts AL9 5AT. Telephone: 07072 753612.

## Company Secretary (designate)

Insurance Company: W.C.2.

£17,000/Car/Assisted Mortgage

An old established specialist Insurance Company is looking for a qualified Accountant or ACIS to work with the existing Company Secretary with the aim of succeeding him.

Experience of financial accounting is essential - preferably in an insurance context. Some familiarity with D.P. is also desirable.

Interviews will be arranged in Central London but letters of application, quoting Ref No 861, should be sent to David Whately, Bonhill Farm, Iden, Rye, East Sussex TN31 7QA.



WHATELY PETRE LIMITED, Executive Selection

## Group Personal Tax Adviser GIBRALTAR

Outstanding opportunity to work in an exciting growth-oriented business environment - and live in the delightful countryside of Andalucia.

This British-managed group provides a comprehensive range of financial services to companies and individuals with interests in the area. Due to significant growth over the last year, the Company is responding to demands on its professional services of which personal tax advice is playing an increasingly important role.

The group wishes to recruit a senior, experienced Personal Tax Adviser who has had hands-on experience in a major financial institution, a public accountancy practice or a financial services organisation on the tax planning side. The Adviser will have a thorough understanding of the UK tax system, especially the treatment of non-residents but still UK domiciled individuals. This should cover both a knowledge of the law and the practical aspects of dealing with the Revenue. Other key elements of the role will be to:

- Liaise with the company's Spanish compliance offices;
- Develop a working knowledge of the Spanish tax system;
- Develop and maintain contact with associate tax advisers in other countries for specialist local advice to non-British expatriates;
- Advise the Board on the timing of establishment of local compliance offices in other European countries;
- Keep abreast of developments in personal tax systems throughout the world and alert the board team to all new tax-oriented marketing opportunities.

The successful candidate will be qualified ACA or AT11, or possibly a Barrister from tax chambers, aged between 30 and 35. The remuneration package will be attractive and reflect the importance of the position. Some fluency, preferably in Spanish or one other European language, would be an advantage.

Please send a detailed c.v. or telephone in confidence to:

Roger Medirum  
JSP SELECTION CONSULTANTS  
10 Haymarket, London SW1Y 4BP  
Telephone: 01-830 3301

## FRIZZELL

### MORE RESPONSIBILITY FOR YOU MEANS MORE INTERNATIONAL SUCCESS FOR FRIZZELL

What is it that's taken a company like Frizzell to such a leading position in the country's financial services sector, and allowed the recent rapid growth of our International Division? Innovation, certainly. Determination, definitely. But just as important is our commitment to giving our personnel a high level of responsibility, enabling them to constantly stretch their potential, and work to the very fullest of their abilities.

Naturally, it's the sort of working environment that demands a great deal of flair, drive and initiative, and to join us you'll need to work well under pressure, and to be good at motivating others. The rewards, though, are extensive, and we are now looking for two assertive individuals to take major steps in their careers with our International Division.

#### MANAGEMENT ACCOUNTANT

Overseeing the Management Accounts function of the International Division, you'd be heading up a team of 7, producing monthly management accounts and group results assessments, quarterly accounts, annual statutory accounts, and corporation, income and VAT tax returns. The role would also actively involve you in developing accounting systems and procedures to maximise the quality of management information. The skill to train and motivate your team of staff will be important, as will the ability to develop good relations with senior management of other Frizzell companies.

Aged 25-28, you'll need to be a qualified accountant with a good standard of education. Experience of statutory accounts preparation, taxation and the auditing of limited companies will be vital, and the successful candidate will probably already be working for a professional team of accountants.

#### BROKING ACCOUNTANT

Managing the Insurance Broking Accounts function of the Division you'd be responsible for the accounts of clients and underwriters, ensuring effective reconciliation, rendering and service. Heading up a team of 17, you'll need the skill to train and motivate staff, as well as develop good professional relations with the senior management of other Frizzell companies.

Aged 25-35, you should be well educated, ideally up to degree level. An accountancy qualification would be an advantage, but is not essential. What will be vital is extensive technical insurance experience, and you'll need to have controlled an Accounting Service in an Insurance Broking environment.

With offices in Poole as well as London, frequent travel will be involved.

For both posts, computer experience would be helpful. The rewards for meeting the challenge of these posts will be generous, and as well as excellent career prospects, you'd receive £17,500-£22,000 p.a. plus a company car.

For more information about either of these posts, please write to: Sylvia McGeachie, Group Personnel Manager, The Frizzell Group Limited, Frizzell House, 14/22 Elder Street, London E1 6DF.

## FINANCE DIRECTOR DESIGNATE

### ADVERTISING AGENCY AND MARKETING ADVISORS

Central London c.£30,000 plus car

Our client is a subsidiary of an ambitious and progressive advertising and public relations group.

Apart from being involved in the actual development of the business, this post requires a practical commonsense person to manage the accounting function. In particular, there is a need to become involved in the detail of monthly financial reporting, budgets, client contracts and all related matters.

Applicants must be qualified accountants, probably aged in their early thirties, with some service industry experience. Knowledge of the advertising and marketing business is not specially sought. Experience of computerised accounting systems is required.

The successful applicant will be a good communicator with a lively mind and approach and have a positive attitude to and aptitude for aspects of business management outside the strict confines of the accounting functions.

It is expected that the finance director designate will be appointed to the board after about six months. Opportunities for advancement within the group should occur after a few years.

Please send brief career and personal details, quoting reference E/507/A, to Carrie Andrews.

**Ernst & Whinney**  
Executive Recruitment Services  
Becker House, 1 Lambeth Palace Road, London SE1 7EU.

## Company Secretary

South of England

c.£25,000 + Car

Our client is a well known, successful and long established company, engaged in shipping with subsidiaries in transport, warehousing and engineering. Turnover is around £10m per annum.

They seek to appoint a successor to the Group Secretary who retires at the end of the year. This is an important appointment which brings good prospects of early promotion to a senior executive role.

The successful candidate will have had several years experience as Secretary or Assistant Secretary in a commercial organisation, preferably a medium sized listed company. The important personal attributes are maturity of judgement and the ability to work in a team at senior executive level.

A competitive salary and benefits package will be available, together with relocation assistance to this attractive area in the South of England. Please write to John Eskdale, quoting reference B53063.

MSL Chartered Secretary, 50 Queen Square, Bristol BS1 4LW.

**MSL** Chartered Secretary

## APPOINTMENTS ADVERTISING

£43 per single column centimetre

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For further information call:

01-248 4782 Daniel Berry Ext 3456 Tessa Taylor Ext 3351

## BARFIELD BANK & TRUST

Subsidiaries: Barings Brothers & Co. Limited, The Bank of N. T. Butterfield & Son Limited

### Trust Manager/ Chief Executive Isle of Man

Barfield Bank & Trust Co. Limited is opening a Subsidiary Trust Company in the Isle of Man, and wishes to recruit a Trust Manager who will also be the Chief Executive.

The appointment calls for a relevant professional qualification and considerable practical experience in international trust, pension fund, corporate secretarial and related investment management activities. This is an opportunity for a self-motivated individual looking for considerable job satisfaction in a progressive situation.

The successful candidate will be a mature individual with a proven record of achievement, and will be currently earning in excess of £20,000.

Barfield, which is jointly owned by Barings and the Bank of N. T. Butterfield, is a rapidly expanding company providing banking and other financial services, trust and investment management, and corporate and related management services.

The salary is negotiable, and the appointment will carry a company car in addition to the usual banking benefits.

Applications, which will be treated in strictest confidence, should be in writing and include a full curriculum vitae. Please write to:



J.G.J. Everett  
Managing Director  
Barfield Bank & Trust Co. Limited,  
P.O. Box 71,  
Barfield House,  
St. Julian's Avenue,  
St. Peter Port,  
Guernsey, G.I.

## DIRECTOR OF FINANCE

North Humberside c.£25,000 + profit share + car

Our client is an expanding and successful private company specialising in industrial distribution through a chain of branches throughout the UK. Annual turnover is approaching £50 million.

Growth has demanded the realignment of various management positions resulting in this vacancy. Reporting to the main board, the director of finance will have overall responsibility for all accounting, computer and financial matters relating to the company and its subsidiaries.

Applicants should be chartered accountants, aged between 30-45, with the proven ability to make a significant contribution to the success of the company through the effective management of the financial function and through contributing to the general management of the group.

Preferred experience will be in an industrial trading operation utilising sophisticated information systems. Essential requirements are the ability to interpret and disseminate management information and to communicate with the main board, fellow divisional directors and other managers. Benefits will include a fully expensed executive car, attractive pension arrangements and participation in a profit sharing scheme.

In the first instance, please send brief personal and career details, quoting reference F277/M, to Douglas G Mizon at the address below. Local applicants will be interviewed in one of our Yorkshire offices.

**EW** Ernst & Whinney  
Executive Recruitment Services  
Becker House, 1 Lambeth Palace Road, London SE1 7EU.

### IMMEDIATE AND STRATEGIC CHALLENGE IN A BLUE-CHIP MULTI-NATIONAL MAIDENHEAD

At Mars Group  
Services, Information is our

business. We provide specialist Information Technology and Business Consultancy services to sister companies and external clients.

An internal career development move has created the need for a young, ambitious accountant to assume the influential role of Financial Controller.

The Financial Controller has a direct and important influence on the business with responsibility for financial planning and forecasting, the timely provision of management information, corporate reporting and taxation. A substantial proportion of your time will be devoted to financial modelling, product profitability analysis and evaluation of capital investments. You will operate in a sophisticated environment with access to some of the most advanced systems, and with a young high calibre team.

The role offers unusually high visibility among senior management in a dynamic, successful business. It is an exceptional opportunity for an ambitious, young, graduate-qualified accountant with at least 2-3 years' post qualification experience preferably gained within a major professional practice or multi-national blue-chip environment.

The package includes £30,000 + bonus and company car, and a range of non-contributory benefits.

Please apply in writing with a comprehensive cv to: Chris Bulmer, Mars Group Services, Shoppenhangers House, Shoppenhangers Road, Maidenhead, Berks. SL6 2PX.

**MARS**  
GROUP  
SERVICES

## Gatwick MANAGEMENT ACCOUNTANT

An important business role in  
an exciting industry

£22,000 p.a. + car

Gatwick is already the world's third busiest international airport, and to meet increased demand, we are opening a new North Terminal early next year. Gatwick Airport Limited is a member of the BAA plc group of companies which has just been offered for sale to the public. To reflect this transition and the new business opportunities ahead, we have created the important role of Management Accountant.

Within the Finance team, you will be responsible for management information, business planning and co-ordinating the annual budgets. This will include developing information systems, undertaking investment appraisals and cash flow studies and the preparation of the company's annual accounts.

You must be a qualified Accountant with the proven ability to solve problems and make decisions in a creative and challenging environment. Excellent communications skills are essential as you will have a key role in influencing business decisions. You must also be capable of managing and motivating a small group of people to work successfully as part of the Finance team.

Salary will be negotiable in the region of £22,000 p.a. plus car and a full range of benefits. Future career prospects within the group are excellent.

If you are ready to make an important contribution at an exciting time of growth and change, please telephone 0293 503134 for an application form and further written information.

## FINANCE DIRECTOR Designate

Cheltenham £25-30,000 + Car

Our client is a highly successful privately owned group of companies operating in the west country in residential house building and property development. Turnover exceeds £15 million and there are plans to expand substantially through the growth of the core businesses.

The company now wishes to appoint a finance director who as a member of the management team will assume responsibility for all aspects of financial policy, business planning, accounting and treasury as well as actively participating in strategic policy decisions.

The ideal candidate (aged 35+) will be a qualified accountant with in-depth experience of computer-based financial management systems gained at chief accountant/controller level or above in a volume house builder or related industry.

This very important position requires a strong but pleasant personality, a high level of initiative and an ability to relate easily to personnel at all levels.

Please write in confidence (quoting ref F7130) to  
Edward Ross McNairn, Clark Whitehill Consultants  
25 New St Square, London EC4A 3LN



Clark Whitehill Consultants  
Executive Selection

## Finance Director Designate

Cambridge circa £25,000  
Age 28-35 share option and car

Elmjet Limited was formed a year ago, with substantial financial and corporate backing, to exploit the latest advances in ink jet printing in the packaging, floor and wallcoverings markets. It now seeks to enlarge its management team to take the business through a significant growth phase over the next few years to subsequent planned flotation. It is an exciting opportunity for someone who seeks to work with an enthusiastic and able team, and who would like a stake in the future success of his company.

A qualified accountant, you will have experience of commercial operations in a manufacturing environment and the ability to take responsibility for the administration and financial planning and management of the company. You will be required to liaise with the technical team and work closely with the board and the company's venture and corporate shareholders.

Please write enclosing a full CV or telephone the Managing Director, Geoff Broad.

Elmjet Limited  
Viking House  
10 Viking Way, Bar Hill  
Cambridge CB3 8EL  
Tel: 0954 82848

**ELMJET**

Bredero Properties Plc

## Group Chief Accountant Epsom, Surrey

Bredero Properties is one of the leading retail based property development groups in the United Kingdom. Since being listed on the Stock Exchange the Group has experienced substantial growth in its business activities and is now poised for further expansion.

Following an internal promotion a vacancy now exists for a Group Chief Accountant who will be responsible for the overall financial management of the Group reporting to the Financial Director.

Candidates for this position are likely to be over 30, qualified, with broad financial experience preferably in the property sector. The ability to communicate effectively at all levels and manage a small but highly motivated team are considered essential, as is also a working knowledge of computer applications.

An attractive remuneration package, including relocation expenses where appropriate, will be offered to the right candidate.

Applications should be accompanied by a detailed CV and made to:

Financial & Administration Director  
Bredero Properties plc  
The Clock House  
4 Dorking Road  
Epsom, Surrey KT16 7LX

## FINANCIAL CONTROLLERS

EAST AND NORTH WEST LONDON

Two financial controllers are required for our subsidiaries, one based in East London and the other in North West London. Both companies are label producers predominantly for the major chain stores.

Reporting to the Managing Directors, the successful candidates will be key members of the management teams, and will accept immediate responsibility for the total financial function.

Candidates should be chartered accountants aged 28-35 who are commercially orientated with previous experience in a managerial role, not necessarily in a related industry.

The salary is negotiable and benefits will include a company car, profit sharing scheme, pension scheme and relocation expenses if necessary.

Applicants should write in confidence giving full details of previous experience and current salary to:

THE FINANCIAL DIRECTOR  
FERGUSON INDUSTRIAL HOLDINGS PLC  
APPLEBY CASTLE  
APPLEBY, CUMBRIA CA16 5XH



## INTERNATIONAL OPERATIONAL AUDIT

£23,000 CAR

Our client is an influential and multi-national marketing organisation with prestigious offices in the West End. Operating in over 30 countries, it seeks to increase demand for a key raw material through advertising, consumer promotion and technical consultancy. Its success over many years has been due to the high calibre of its staff and the pursuit of excellence in the fields of producer, consumer and government relations.

This new appointment has been created to review and revise where necessary the accounting and related management systems of its network of overseas offices. The position offers a unique challenge to results orientated individuals seeking to broaden their knowledge and obtain overseas experience in preparation for general management.

Candidates will be graduate chartered accountants with at least two years post qualification experience in either a major professional office or a large company. Ideal applicants will be holding an operational audit position and looking for their final tour in a more senior capacity.

Applications with full details of education, experience and present salary, along with a recent photograph, should be sent to:

Bowden Gow Associates  
Management Consultants  
10 Tonbridge Chambers, Pembury Road, Tonbridge, Kent. TN9 2HZ.

## EUROPEAN FINANCIAL CONTROLLER

Leicester based

Circa £30,000

The need is for a highly motivated, results orientated professional to plan and direct the financial & management accounting activities of a \$25m European component manufacturing Group, working through controllers in Germany, England and France.

Reporting to the European Managing Director, the successful candidate will be significantly involved in business planning & strategy, pro-active problem solving at operating level, the achievement of results and the further development of the computerised reporting and operating systems.

We anticipate candidates being 35 plus, qualified in one of the major accounting disciplines and able to demonstrate commitment to and success in general business management.

In addition to salary as quoted there will be the full range of benefits associated with a position and company of this stature.

Applicants should write with full details of career to date and present earnings etc, quoting reference FT 0752 to Brian J. Smith ACMA etc.

QMS Recruitment  
Quorn House, 6 Princess Road West  
Leicester LE1 6TP

## CIGNA Worldwide Europe INTERNAL AUDIT

CIGNA Corporation is a leading provider of insurance and financial services to corporations and individuals around the world.

An opportunity exists for an Assistant Director to be appointed and based in the UK or Continental Europe. Approximately 35% of time will be away from the base office covering mainly Europe.

Ideally the successful candidate will have a combination of the following:

- Recognised accounting qualification or an MBA
- Minimum 5-7 years' audit experience gained in financial services
- Language skills English with French, Italian or German

Salary and benefits will reflect the importance of this position to the CIGNA organisation.

Please contact either:

John Davies  
Director Human Resources  
CIGNA House  
8 Lime Street  
London EC3M 7NA  
Tel: 01-526 8744

or  
Tony Parfet  
Area Manager - Human Resources  
9-11 Rue Belliard  
1040 Brussels  
Tel: 010 322 516 9611

**CIGNA**

**N & S**  
FORT NELH DIFCILE  
Northern & Shell plc.

## GROUP CHIEF ACCOUNTANT

Circa 30K

Due to tremendous expansion of our group which has shown a trebling of profits this year, and the promotion of our chief accountant, an opportunity exists for a hard nosed, switched on chartered accountant to become group chief accountant.

The company's management—young—average age early thirties—and we are progressive and dynamic, and we will have a full listing on the Stock Exchange next year.

The successful candidate will not only be academically capable, but a strong man manager, and have some understanding of the communications business, computer expertise is essential.

We are looking for a self-motivated person, prepared to inject whatever is required of him.

The rewards are share options, company car, etc, etc. This is the opportunity the right man has been waiting for.

Without delay please place in an envelope a photograph and your cv and send post haste to:

Gaylor Wilson, Personnel,  
Northern & Shell Plc,  
The Northern & Shell Building,  
PO Box 381,  
Mill Harbour, London E14 9TW

and telephone 01-987 5090 to explain why you are the right person for the job of the year!

## Financial Controller (FINANCIAL DIRECTOR DESIGNATE)

LONDON Earnings c. £25'000+car

An exciting opportunity potentially leading to a Board appointment exists for a highly motivated young accountant to play a vital role in the development of a well-established private company which designs and supplies high quality fabrics and furnishings. Current turnover is approaching £10 million and there are ambitious plans for further expansion.

Reporting to the Managing Director, the Financial Controller will be expected to provide prompt financial and management accounts, exercise tight but tactful credit control, develop existing computerised information systems and make a significant contribution to management decisions.

Candidates should be profit orientated accountants aged 27-32 with experience of managing an accounts department in a firm serving large numbers of demanding customers. They must be well disciplined, practical, hands-on professionals with the determination, enthusiasm and commitment to grow with the company.

The remuneration package includes basic salary, profit sharing, car, pension, private medical insurance and a staff purchase scheme.

Please send a comprehensive cv including salary history and daytime telephone number to:

R. A. MARTIN  
CHARLES HAMMOND LTD  
2A BATTERSEA PARK ROAD,  
LONDON SW8 5BJ

## Finance Recruitment

### SENIOR ACCOUNTANTS

### OIL/ENERGY

to c.£23,000 package.

One of the most successful Oil and Gas corporations (UK and Worldwide) with virtually continuous expansion over many years is now proceeding with a new £100m+ long term development which necessitates the recruitment of a number of qualified (ACA, ACCA, CIMA) accountants for their Central London head office.

Specific responsibilities differ with each position but all are geared to Financial and Management Accountants with a proven track record of success and who seek varied, stimulating career prospects with good training facilities and first rate career prospects.

Highly attractive benefits include non-contributory pension, private medical plan, share scheme, relocation, and free lunches.

For full details of these challenging positions please phone or write to KIERAN BEST or NICK KEEN

01-734 4836  
Grafton House, 2-3 Golden Square, London W1R 5AD

### APPOINTMENTS ADVERTISING

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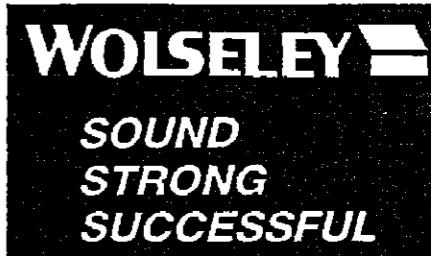
For further information call 01-248 8000  
Daniel Berry ext 3456  
Tessa Taylor ext 3351

Just in time

## SECTION II - COMPANIES AND MARKETS

# FINANCIAL TIMES

Thursday July 23 1987



## Strong financial business boosts Sears Roebuck

BY JAMES BUCHAN IN NEW YORK

SEARS ROEBUCK, the world's largest retailer which has diversified widely into financial services, yesterday reported a 37 per cent increase in net income for the June quarter with all its main businesses pushing ahead.

Buoyed by strong growth in its property/casualty insurance subsidiary and a return to profit at its brokerage operation, Sears reported earnings of \$380.4m, or \$1.03 a share, against \$242.9m, or 77 cents a share, in the 1986 June quarter.

Sears' earnings growth was higher than expected and the company's stock rose \$1.74 to \$32.74 in early trading.

However, earnings were flattened by a \$40.6m increase in capital gains and other income. Revenues grew at a more modest 8 per cent to \$11.72bn.

### Union Pacific lifts earnings to \$143m

By Our Financial Staff

UNION PACIFIC, the major US transportation and resource group, lifted second-quarter operating net earnings from \$10.1m or 95 cents a share to \$143.6m or \$1.25, and said it should achieve a strong earnings gain for all 1987.

In 1986 the company earned \$45.5m, or \$2.40 a share, before a net \$945m restructuring charge in the second quarter.

Sales in the latest quarter were down from \$1.86bn to \$1.34bn, and fell from \$3.46bn to \$2.65bn in the first half, when operating net earnings, excluding the charge, rose from \$213.2m or \$1.83 a share to \$265.2m or \$2.32.

Railroad earnings were up 14 per cent to \$112m in the latest quarter as revenues increased one per cent to \$954m. The railroad, which operates 21,000 miles of track in 41 states, had a six per cent gain in second-quarter carloadings and a 12 per cent gain in revenue ton-miles while average revenue per carload dropped five per cent.

The resources division more than doubled its second-quarter earnings to \$46m from \$20m, the company said. Exploration and production operating earnings nearly tripled and manufacturing and marketing boosted earnings by 52 per cent.

### Capital Cities advances 49%

By Our Financial Staff

CAPITAL CITIES/ABC, the US broadcasting and publishing group, has increased second-quarter net income by 49 per cent to \$99.7m. Revenues rose by 8 per cent to \$1.36bn in the second quarter with broadcasting revenues increasing by 6 per cent and publishing revenues by 3 per cent. Network TV revenues increased slightly in the second quarter despite "disappointing" ratings.

The group says that continued local advertising growth for most of its major-market TV stations as well as gains at ESPN, its cable sports channel, also contributed to the increase in broadcasting revenues.

Mr Edward Brennan, chief executive, said the outlook was good for all Sears' business groups. "Consumer confidence remains at a high level, with increasing employment, hours worked and disposable income," he said.

In the June quarter, the slowest progress came in Sears' core retailing operation, where sales growth was 3 per cent (to \$6.73bn). However, profits were ahead 12 per cent to \$185.8m, before a special \$15m charge for re-organisation.

Allstate Insurance, which is riding a strong upturn in the fortunes of the insurance industry, reported a 35 per cent increase in profits to \$250.5m, including a \$20.5m net benefit from various changes in the Tax Reform Act. Revenues were up 22 per cent since 1979 for existing home sales.

### Clarendon launches bid for Argonaut

By Our New York Staff

CLARENDON GROUP, a closely held Bermuda-based insurer, has offered more than \$600m for the Argonaut Group, a Los Angeles casualty insurer which was spun off last September by Teledyne, the West Coast conglomerate.

Clarendon, which is a big investor in high yield "junk" bonds, offered \$37 a share for Argonaut in April but this was rejected and the Bermuda-based group has raised its bid to \$52 a share in cash.

Argonaut's shares, which hit a \$17.62 last year, rose by \$6 to \$24.95 in early trading yesterday.

Drexel Burnham, Clarendon's adviser, has said that it is "highly confident" that it can raise the necessary financing to complete the bid.

Argonaut's board of directors will meet today and consider the offer, along with its financial advisers, Goldman Sachs, who have been reviewing the company's financial alternatives.

Mr D. W. Schrempf, Argonaut's president, says that he understands that the Clarendon offer is conditional on management remaining with the company after the change in ownership.

Clarendon's interest in the Argonaut Group, which is recovering from five years of heavy losses, has surprised some Wall Street analysts. However, they note that Argonaut's cash flow and big investment portfolio is an attraction.

Holmes à Court backs Texaco's damages plan

By Our New York Staff

TEXACO, THE US oil company fighting for its survival in the bankruptcy courts, received support from the least expected quarter in the form of a ringing endorsement from its main shareholder, the Australian entrepreneur, Mr Robert Holmes à Court.

In a letter sent to Mr James Kear, Texaco chief executive, Mr Holmes à Court lined up firmly behind management's strategy to fight a \$10.5m damages judgment awarded to Pennzoil, its smaller Texas rival.

Mr Holmes à Court, who is known for audacious corporate raids and has spent more than \$800m building up a stake of nearly 10 per cent in Texaco, said: "We would certainly give our support to the management of Texaco in our capacity as a significant shareholder."

The Holmes à Court letter was welcomed with undisguised pleasure by Texaco, which took refuge in bankruptcy to escape enforcement of the damages. They were awarded by the Texas courts on the grounds that Texaco illegally med-

### Massa shares up amid bid rumours

By Helg Simonian in Munich

ASKO, the fast-growing West German retailer, is believed to be in takeover talks with Massa, another large food retailing chain.

Mr K. H. Kipp, a member of Massa's founding family, confirmed yesterday that he had been discussing a possible sale of his 24.9 per cent stake in the company. However, he said he did not rule out the possibility of talks with other interested parties apart from Asko.

Coldwell Banker, the group's property operation, reported profits of \$12.6m, against \$800,000 in the 1986 second quarter, on a 25 per cent increase in revenues to \$337.1m.

Mr Brennan said housing activity had softened slightly, "but 1987 still will be the second-best year since 1979 for existing home sales."

Discover lost \$33m in the quarter, against \$24.6m, but Mr Brennan said the card "continues ahead of plan."

Meanwhile, shares in Massa, which was floated on the stock exchange last year, have been moving sharply. Closing yesterday DM 1 higher at DM 489.

Both companies, which sell largely through sizeable, out of town, greenfield sites, have been growing fast in an increasingly important sector of West German retailing.

Massa's 1986 group net profits, reported last month, rose to DM 47.1m (\$25.3m) from DM 25.8m in 1985 turnover of DM 3.3bn. Asko, which reported its 1986 results last week, more than doubled its turnover to DM 3.7bn from DM 1.8bn the previous year. Net profits rose to DM 28m from DM 25m in 1985.

Massa is the ninth largest food retailer in West Germany, and has a chain of 28 discount stores, many of which are concentrated in the heavily populated Rhine-Main region.

The company has recently chosen a strategy of more careful growth, however, and has focused on higher margin sectors like furniture and electronics.

The company has also become more involved on the financial side of retailing, with low-cost hire purchase. It recently made waves in the normally staid world of West German consumer finance with its planned Massa-card, an in-house credit card, which it hopes will have 100,000 holders within a year.

Holmes à Court backs Texaco's damages plan

### Amoco makes modest gain on oil price rise

By Our Financial Staff

AMOCO, the Chicago-based oil concern currently embroiled in a \$5.2bn (US\$3.4bn) battle for Dome Petroleum, the beleaguered Canadian energy group, has staged a small recovery in earnings.

Second-quarter net profits amounted to \$31m or \$1.22 a share, \$3m up on the preceding three months and 30 per cent above 1986's corresponding \$28m or 93 cents a share.

This lifted first-half earnings to \$57.1m or \$2.24 a share against last year's depressed \$56.6m or \$2.21 a share.

Amoco said US exploration and production operations earned \$48m in the quarter compared with a loss of \$49m in the same period last year. The group added that the improvement was due largely to higher crude oil prices averaging \$4 to \$5 a barrel above 1986 levels.

But Mr Holmes à Court, an enigmatic investor who has said that he does not wish to influence the dispute, said: "We do not hold the view that Texaco management should be pressured or influenced or rushed into a compromise with Pennzoil. It would seem abundantly clear to me that the interests of management and shareholders in Texaco are one and the same."

For the whole of 1986, Amoco posted net earnings of \$747m or \$2.91 a share.

Amoco's 1987 earnings forecast

includes \$35m gain from sale of FMC Gold.

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Amoco's 1987 earnings forecast

New Issue

July 1987



## Sparebanken Rogaland

Stavanger, Norway

Swiss Francs 40 000 000.-  
4 1/2% Subordinated Bonds of 1987 due 1994

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Daiwa Finance Ltd.  
Deutsche Bank (Suisse) S.A.  
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Great Pacific Capital S.A.  
E. Gutzwiller & Cie, Banquiers  
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Manufacturers Hanover (Suisse) S.A.  
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N.S. Finance  
Corporation N.V.  
U.S. \$15,000,000  
Guaranteed Floating Rate  
Notes due 1987/89  
Unconditionally guaranteed  
by Nedrelandsche  
Schepselhypothekbank N.V.  
For the three months 21st July,  
1987 to 21st October, 1987 the  
Notes will carry an interest rate of  
7 1/4% per annum, with a coupon  
amount of U.S. \$91.34 payable on  
21st October, 1987.  
Bankers Trust  
Company, London  
Agent Bank

BRITANNIA  
BUILDING SOCIETY  
£150,000,000  
Floating Rate Notes Due 1996  
In accordance with the terms and  
conditions of the Notes, notice is  
hereby given that for the three months  
Interest Period from (and including)  
22nd July, 1987 to (but excluding)  
22nd October, 1987 the Notes will  
carry an interest of 9.4125 per  
cent per annum. The next  
Interest Payment Date will be 22nd October,  
1987. The Coupon Amount per  
£10,000 will be £257.25, payable  
against surrender of Coupon No. 4.  
Hamleys Bank Limited  
Agent Bank

FIRST CITY  
BANCORPORATION  
OF TEXAS, INC.  
US\$100,000,000  
Floating Rate Notes  
due January, 1995  
In accordance with the provisions  
of the Notes, notice is hereby given  
that the Rate of Interest for the  
three month period 22nd July, 1987  
to 22nd October, 1987 will be  
fixed at 7 1/4 per cent per annum.  
Interest will therefore be payable  
US\$15180.40 on 22nd October,  
1987.  
MANUFACTURERS HANOVER  
TRUST COMPANY  
Agent Bank

ALUMINIUM  
The Financial Times is  
proposing to publish this  
Survey on  
WEDNESDAY OCTOBER 28  
1987  
For full details, contact:  
ANTHONY HAYES  
on 021-454 0922  
FINANCIAL TIMES  
EUROPE'S BUSINESS  
NEWSPAPER

NEW ISSUE

22nd July, 1987

## TOYOTA TOYOTA MOTOR CORPORATION

U.S.\$800,000,000

1 1/4 per cent. Bonds 1992

with

### Warrants

to subscribe for shares of common stock of Toyota Motor Corporation

Issue Price 100 per cent.

Nomura International Limited  
The Nikko Securities Co., (Europe) Ltd.  
Credit Suisse First Boston Limited  
Tokai International Limited  
KOKUSAI Europe Limited  
Algemene Bank Nederland N.V.  
Banque Paribas Capital Markets Limited  
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Dresdner Bank Aktiengesellschaft  
Kidder, Peabody International Limited  
Morgan Grenfell & Co. Limited  
Morgan Stanley International  
J. Henry Schroder Wag & Co. Limited  
Swiss Bank Corporation International Limited  
S.G. Warburg Securities  
LTCB International Limited  
Arab Banking Corporation (ABC)  
BankAmerica Capital Markets Group  
Barclays de Zoete Wedd Limited  
Chase Investment Bank  
County NatWest Limited  
Kuwait Foreign Trading Contracting & Investment Co. (S.A.K.)  
Prudential-Bache Capital Funding

Daiwa Europe Limited  
Merrill Lynch Capital Markets  
Mitsui Finance International Limited  
Sanwa International Limited  
Nippon Kangyo Kakumaru (Europe) Limited  
Banque Bruxelles Lambert S.A.  
Baring Brothers & Co., Limited  
Commerzbank Aktiengesellschaft  
Deutsche Bank Capital Markets Limited  
Goldman Sachs International Corp.  
Kleinwort Benson Limited  
Morgan Guaranty Pacific Limited  
Salomon Brothers International Limited  
Shearson Lehman Brothers International  
Union Bank of Switzerland (Securities) Limited  
Bank of Tokyo Capital Markets Limited  
ANZ Merchant Bank Limited  
Banco di Napoli  
Bankers Trust International Limited  
James Capel & Co.  
Citicorp Investment Bank Limited  
Crédit Commercial de France  
Orion Royal Bank Limited  
Westdeutsche Landesbank Girozentrale

## INTL. COMPANIES and FINANCE

### GROWTH IN PREMIUM INCOME FORECAST

## Allianz lifts earnings to DM383m

BY HAG SIMONIAN IN MUNICH

ALLIANZ, West Germany's "big" rise in domestic claims so far in 1987, mainly on industrial and auto policies, was likely to have a "satisfactory" effect on profitability. Foreign premiums and earnings growth would both rise by 10.3 per cent to DM 19.2bn.

Premiums in 1987 is expected to increase to over DM 25bn due largely to the first-time inclusion of results for Rumione Adriatica di Sicilia (RAS), said Mr Wolfgang Schieren, the chief executive.

However, premiums this year will grow at a "satisfactory" rate even without RAS, added Mr Schieren. If RAS had been included for 1986 foreign premiums would have represented 37.5 per cent of Allianz's total premium income, he said.

Domestic premiums look set to increase by 4 per cent this year. However, an "extraordinarily

strong" premium hand would be interesting so long as they were relatively trouble-free.

Meanwhile, the group would have around DM 1.1bn in its "war chest"—including DM 1.5bn raised last year but not yet touched—following its recent DM 600m rights issue and the planned participation certificates issue planned for October, said Mr Friederich Schieber, the finance director.

That total could be liquidated if Allianz chose to liquidate short-term assets, he added. But its willingness to do so would depend on the profitability of any potential acquisition: selling short-term assets would reduce investment income, and any acquisition would have to make up this shortfall if Allianz's overall profitability were not to be damaged.

### Air France to float 15% of equity this year

By Paul Betts in Paris

AIR FRANCE, the French national airline, gave an insight into its privatisation plans yesterday by announcing that 15 per cent of its capital would be floated on the bourse before the end of this year.

However, the airline, which faces a big fleet renewal programme, gave no indication of the amount it could raise through the share issue.

Mr Jacques Friedmann, the chairman, has long made it clear that he favoured opening a means of easing the airline's financing difficulties.

Mr Friedmann said Air France's fleet renewal programme involved FFr 25bn (\$4bn) over an eight-year period. The airline hope to buy 25 Airbus A-320s, 18 Boeing 747-400s, and seven Airbus A-340s.

Company officials said yesterday that there was no question of Air France being wholly privatised. The Government owns 98.38 per cent of the airline.

Mr Friedmann said he was keen to see Air France employees become shareholders in the company. As a result the company is planning to set aside 10 per cent of its forthcoming capital increase for employees.

## MBB-Daimler talks confirmed

BY OUR FRANKFURT STAFF

DAIMLER BENZ, the West German motor group which has diversified into electronics and aerospace in the past two years, yesterday denied reports that it was taking a stake in Messerschmitt-Bölkow-Blohm (MBB), the country's leading aerospace group.

However, MBB has confirmed that talks with Daimler are taking place, although it is believed these fall short of discussions on equity links and most likely involve some form of closer co-operation between Daimler and Dornier, Germany's

second biggest aircraft group, controlled by Daimler.

MBB strenuously denied earlier reports which claimed that Mr Alois Schwarz, the deputy chairman of its supervisory board, had said in a radio interview that an agreement with Daimler had almost been reached, under which it would receive MBB shares in return for buying Dornier under MBB's wing. Effective management control of the whole group would eventually go to Daimler.

Meanwhile, Mr Wolfgang Schieren, chief executive of Allianz, West Germany's biggest insurance group, which indirectly owns 4.63 per cent of MBB, said in Munich yesterday that his group had not been approached regarding its stake in the company.

Allianz would like to remain involved in MBB, he said. However, it would not stand in the way of any "industrial solution" taken to mean participation by Daimler—should that mean giving up its stake.

These securities have been sold outside the United States of America and Japan. This announcement appears as a matter of record only.

NEW ISSUE

22nd July, 1987



## OHBAYASHI ROAD CONSTRUCTION CO., LTD.

U.S.\$25,000,000

1 1/4 per cent. Guaranteed Bonds 1992

unconditionally and irrevocably guaranteed by

The Sanwa Bank, Limited

with

### Warrants

to subscribe for shares of common stock of Ohbayashi Road Construction Co., Ltd.

Issue Price 100 per cent.

Nomura International Limited

Cosmo Securities (Europe) Limited

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KOKUSAI Europe Limited

Mitsui Finance International Limited

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**INTERNATIONAL BANK FOR  
RECONSTRUCTION AND DEVELOPMENT**

**Issue of**

---

**£200,000,000**

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**9 1/4 per cent. Bonds Due 2007**

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**Issue Price 98 3/4 per cent.**

Baring Brothers & Co., Limited

Algemeene Bank Nederland N.V.	♦ Banque Paribas Capital Markets Limited
Barclays de Zoete Wedd Limited	♦ County NatWest Limited
Credit Suisse First Boston Limited	♦ Datsu Europe Limited
Deutsche Bank Capital Markets Limited	♦ Generali Bank
Goldman Sachs International Corp.	♦ Hamburg Bank Limited
Hill Samuel & Co. Limited	♦ Kleinwort Benson Limited
Lloyds Merchant Bank Limited	♦ LTCB International Limited
Merrill Lynch Capital Markets	♦ Samuel Montagu & Co. Limited
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# GREAT PORTLAND ESTATES PLC.

Further issue by way of placing of

£40,000,000

nominal of 9% per cent.

**First Mortgage Debenture Stock 2016**  
at £97.079 per cent.

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**Covered Swiss Franc equity warrants  
exerciseable into 10,000,000 shares of  
Mitsubishi Gas Chemical Co., Inc.**

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## INTL. COMPANIES and FINANCE

Chris Sherwell on the rapid growth of a New Zealand property group  
Chase shifts its focus offshore

ASK New Zealanders about the most popular change in their market-oriented Labour Government, and they'll quickly point to the skylines of Auckland and Wellington.

Ask them which property development companies are responsible, and one of the names on the list will almost certainly be Chase Corporation.

No relation to the US bank, it is headed by 42 year old Colin Reynolds, a grandfathered banker's son from a North Island country town who trained as an accountant but decided at an early stage he wanted to be a businessman.

After travelling abroad — almost *de rigueur* for young New Zealanders — Mr Reynolds started his career back at home in the late 1960s, working in a provincial accounting practice. He formed Chase "as a hobby" in 1970, became working full-time by 1972 and moved to Auckland in 1973.

A self-confessed "obsessive planner," he has been the driving force behind Chase from the start and is still the controlling shareholder.

The business grew by identifying poorly performing property companies with assets in land and taking them over. Chase went public in 1983 through the takeover of an existing shell and has grown so rapidly it is now justifiably seen as much more than an entrepreneurial property company.

To its basic business it has added other property-related cash-generating operations — the Amalgamated Theatres chain in 1982, Universal Homes in 1985 and, last year, the Farmers Trading retail group.

By the end of 1985, Chase had already grown to 25th largest company in New Zealand in terms of market capitalisation. A year later it was third largest, behind Brierley Investments and the more conventional Fletcher Challenge.

The sharp correction in the property market in New Zealand, mainly since last November, however, has hit Chase's share price point to the skylines of Auckland and Wellington.

The widely-watched Barclays index of 40 stocks fell more than 22 per cent from a peak of 3,912 to 3,024 by the end of June, and the company had slipped back to 10th position. Its share price stood at NZ\$3.40.

The predictions seem in part from the fact that Chase's property activities are largely demand-driven.

The predictions also spring

from the move offshore and into non-property interests. By the end of the current year the group will have about one-third of its assets in New Zealand. Until recently, the figure had been more like 55-60 per cent.

Chase acquired a controlling interest in London-based Win-

ning Property Investments in August 1986 and then launched a takeover for Property Holdings and Investment Trust (PHIT).

The merged group, called

Chase Property Holdings, has a property portfolio of some NZ\$70m. It is now redirecting the group's trust from investment to development.

The greatest concentration of offshore effort has been on Australia, where the group was listed in November 1986 and where Mr Reynolds now lives.

There, the main subsidiary

company, Property Estate,

was purchased at the end of 1986.

Chase has also acquired an

84 per cent stake in Hamimax,

the camera equipment retailer,

while 60 per cent-owned Botens

is the holding company for

Chase's resource interests.

Mr Reynolds says he also likes to back people, products

or ideas: "a business-building exercise because we cannot afford to expand by acquisition."

The group recently floated Interchase as a property investment vehicle, raising A\$22.7m (US\$22.7m) to purchase the Myer Centre, one of Australia's largest retail developments. The float was one of the biggest seen in the country. Chase's stake in the new company is 49.5 per cent.

The result of such a move will be that Chase realises most of its developments instead of retaining them. This in turn should mean less controversy over Chase's accounts.

For all its achievements as a property developer, Chase's reputation is mixed, at least in New Zealand. But as an investment, the company has mostly proved rewarding to its 37,000 shareholders. The challenge for Mr Reynolds will be to continue the record.

This announcement appears as a matter of record only.

July, 1987

## Storebrand A/S



U.S. \$250,000,000

### Eurocommercial Paper Programme

Arranged by

Salomon Brothers International Limited

Dealers

Christiania Bank, London Branch	Den norske Creditbank PLC
First Chicago Limited	Midland Montagu Commercial Paper
Morgan Stanley International	Salomon Brothers International Limited
Société Générale	Swiss Bank Corporation International Limited
	S.G. Warburg & Co. Ltd.

Issue and Principal Paying Agent

The First National Bank of Chicago

## Storebrand A/S



U.S. \$50,000,000

### Extendible Revolving Credit Facility

Arranged by

Salomon Brothers International Limited

Advisers to the Borrower

Carl Klerulf & Co.

Managers

Den norske Creditbank Group
Swiss Bank Corporation International Limited
Société Générale

Participants

Midland Bank plc
Svenska Handelsbanken Group

Facility Agent

Hambros Bank Limited

A/S Custos Finans

The Dai-Ichi Kangyo Bank, Limited  
The First National Bank of Chicago  
Christiania Bank og Kreditkasse

Hambros Bank Limited  
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New Issue

July 1987



IBM Canada Limited

(Incorporated under the laws of Canada)

Can. \$100,000,000

9 1/2% Debentures due July 13, 1992

Orion Royal Bank Limited

CIBC Capital Markets

Morgan Guaranty Ltd

Wood Gundy Inc.

Algemene Bank Nederland N.V.

The Bank of Nova Scotia

Banque Paribas Capital Markets Limited

Chemical Bank International Limited

Credit Suisse First Boston Limited

Genossenschaftliche Zentralbank  
Aktiengesellschaft

IBJ International Limited

McLeod Young Weir International Limited

Midland Doherty Limited

Nomura International Limited

Salomon Brothers International Limited

Swiss Volksbank

Union Bank of Switzerland (Securities) Limited

Bank of Montreal Capital Markets Limited

Banque Bruxelles Lambert S.A.

BNP Capital Markets Limited

Citicorp Investment Bank Limited

Deutsche Bank Capital Markets Limited

Goldman Sachs International Corp.

LTCB International Limited

Merrill Lynch Capital Markets

Morgan Stanley International

Richardson Greenshields of Canada (U.K.) Limited

Swiss Bank Corporation International Limited

Toronto Dominion International Limited

S.G. Warburg Securities

This announcement appears as a matter of record only.

July 1987

325,000 Shares

Dataline, Inc.

Common Stock

The undersigned acted as agent in the private placement of these securities.

McKinley Allsopp, Inc.

Weekly net asset value

Tokyo Pacific Holdings (Seaboard) N.V.

on 20.7.87 US \$132.69

Listed on the Amsterdam Stock Exchange

Information: Pierson, Holding & Pierson N.V., Herengracht 214, 1015 BS Amsterdam.

AIBD BOND INDICES

WEEKLY EUROBOND GUIDE JULY 17 1987

Redemption Yield on Week 12 Months 12 Months

US Dollar 9.326 -0.544 9.702 9.440

Australian Dollar 13.750 -0.528 14.735 13.585

Canadian Dollar 10.393 -0.348 10.776 9.372

Euro-Currency Unit 6.048 -1.562 6.250 5.804

Yen 9.811 -0.522 9.812 9.219

Sterling 5.874 -0.376 6.149 5.218

Deutschmark 9.736 -0.957 11.605 9.443

Swiss Franc 6.072 0.049 6.506 5.890

Bank J. Vontobel & Co Ltd, Zurich - Telex: 812744 JVZ CH

U.S. \$100,000,000

VereinWest Overseas Finance (Jersey) Limited

Floating Rate Notes Due 1991

secured on a deposit with

Vereins- und Westbank

Aktiengesellschaft

Interest Rate 7.0875% p.a.

Interest Period 23rd July 1987

25th January 1988

Interest Amount per U.S. \$100,000 Note due 25th January 1988

U.S. \$366.19

Credit Suisse First Boston Limited

Agent Bank

July 23 1987



## UK COMPANY NEWS

David Waller on Tyndall's offer for Clayton Robard

## The attractions of Australia

MR GARNET HARRISON first visited Australia in 1981. What impressed him as much as the beaches and the absence of a winter, was the immaturity of the personal investment market in the Antipodes.

"It was like getting out of a time machine," he recalls, "the whole industry just didn't exist."

Unit trusts were largely limited to investments in cash and property. The concept of unit-linked lifeinsurance policies had not taken hold of the saver's imagination. Saturday newspapers were not crammed with advertisements for such products.

After his fortnight's visit, Mr Harrison determined to return. Six months later, he did so, and over the next year helped to build up the financial services group now known as Clayton Robard. Earlier this week it indicated its willingness to be taken over for A\$481m (£215m) by Tyndall Holdings, the smaller UK company where Harrison has been managing director since last Autumn.

On the day that the Argentine invaded the Falklands in April 1982, Mr Harrison succeeded in persuading Mr Christopher Spence of English Trust, the London merchant bank, to provide the finance necessary to launch an attack on Australia's virgin financial markets: UK institutions financed the acquisition of Keywest, a quoted cash shell.

Mr Harrison's first venture was to acquire control of Murrumbidgee Holdings, an obscure dairy company. Its shares could only be traded at the company's head office in Wogga Wogga, New



Garnet Harrison, managing director, Tyndall Holdings

South Wales, and were "fundamentally undervalued," according to Mr Harrison. The deal injected \$A2.8m cash into Keywest's balance sheet.

The move beyond elementary investment banking came in August 1983 with the acquisition of 75 per cent of Clayton Robard Management, a UK quoted investment bank used by the in-house life assurance company, Associated National Life. These allow Keywest to invest in an international growth fund; a special situation fund; and a smaller companies fund.

From London, Clayton Robard also manages the Australia Investment Trust, which gives UK investors access to the Australian stockmarket. Once the tortuous process of acquisition is completed, at the

earliest towards the end of June will exceed A\$20m—and are likely to be A\$30m in the current year.

Over the past three months, sales of new life-related products have averaged A\$60m a month—and over the last four years the maturing of the sector has attracted numerous foreign investment management companies to Australia. These include GT, Hambro, Fidelity, and Banker's Trust, to name but a few. Mr Harrison believes that the sector is growing at the rate of A\$5bn a year, stimulated, not impeded, by increased competition.

He attributes the boom to the transfer of wealth from the first generation to the next, and to a young society's tendency to diversify the nature of its assets, from land and private companies to more liquid equity portfolios. Furthermore, the Australian government has relaxed exchange controls.

Clayton Robard now sells about 20 "products," as opposed to a mere three when absorbed by Keywest. It also has three captive investment companies (the equivalent of UK quoted investment banks) used by the in-house life assurance company, Associated National Life.

At the time of acquisition, the three partners managed funds worth A\$80m. "The market was beginning to explode," Mr Harrison says, "within a month funds totalled \$100m."

At the end of June this year, funds under Clayton Robard's management fell slightly short of A\$1.6bn. Brokers estimate

### Finlay talks with Elders

BY MIKE SMITH

James Finlay, the tea planter and international trader, is in talks—which could lead to the sale of S. H. Lock, its troubled finance house subsidiary—with Elders IXL, the Australian brewing and pastoral group.

The discussions follow what Finlay described in its annual report as a disastrous 1986 for Lock. The main factors were foreign exchange losses in Australia, where most of its business is based, and a major bad debt in the UK.

Lock's losses of about £3m in 1986 helped depress Finlay's 27.25 per cent stake which enabled Mr Miquel to take over as chairman and chief executive

pre-tax profits to £3.78m from £3.29m.

Analysts said it made good sense for Finlay to sell Lock.

One said the subsidiary had become rather accident-prone, and compared unfavourably with the rest of Finlay's financial services division.

Elders last month unveiled a reshuffle of its finance arm. It claims to be Australia's largest non-bank financial institution.

No-one at Elders was available for comment last night, but Finlay said Elders had made the initial approach.

### Bard claims victory in Jarvis bid battle

By Philip Coggan

MR HARVEY BARD, the London property investor, yesterday claimed a surprise victory in his battle to win control of building company J. Jarvis, FK English Trust, its financial adviser, yesterday announced the offer was unconditional after acceptances reached 50.3 per cent.

It is unusual for a bidder to win success by the first closing date and Mr David Beatty, J. Jarvis' chairman, said he was "puzzled" by the announcement, especially as Mr Bard's 75p per share cash offer, via Brookville Securities, was still below the 80p market price.

Mr Beatty was brought into the company in 1985 after discreet behind-the-scenes lobbying by institutional investors who were concerned about the group's plunge into loss that year. Earlier this month, Jarvis announced a jump in pre-tax profits to £723,000 in the year to March 31 1987 and the group obviously hoped its improved performance would help it defeat Mr Bard's bid.

Mr Bard attempted to join the Jarvis board last October but shareholders then voted against his appointment. Since then, Mr Bard increased his stake to 32.75 per cent thereby triggering the provisions of the Takeover Code, requiring him to make a full bid.

The Panel required Brookville to reduce its stake to 29.9 per cent but acceptances of 20.31 per cent have enabled it to go unconditional.

### Owen Oyston buys 5% of Capital Radio

By Mike Smith

Mr Owen Oyston, the socialist millionaire, yesterday disclosed a 5 per cent stake in Capital Radio, the London commercial station.

Mr Oyston, a Lancashire businessman who made £30m from a chain of estate agencies in the north-west of England, already has extensive interests in the media.

In recent months he has been involved in putting together a rescue package for News on Sunday, the left of centre tabloid newspaper in which he has a substantial shareholding. He is chairman of Red Nose Radio, the controller of stations in Preston, Leeds and Cardiff year, and is also involved in cable television.

Mr Nigel Walmsley, Capital's managing director, said he welcomed Mr Oyston as a shareholder. "I am delighted to see someone who knows so much about the industry taking a stake," he said.

Under Capital's articles of association, it is under the guidance of the Independent and Broadcasting Authority, no new shareholder is allowed to take a stake of more than 10 per cent in the company. Anyone who did so would be required to divest.

Shares in Capital fell 1p to 175p. At that price Mr Oyston's £30,000 shares are worth £14.7m.

### FKI shares slide

A sharp fall in the FKI Electricals share price yesterday dragged the value of its share offer for Babcock International well below the cash terms. The two companies travelled an agreed merger on Tuesday.

FKI shares lost 15.5p to 175p, a slide of more than 8 per cent, compared with yesterday's 2 per cent decline in the FT-SE 100.

This values Babcock shares at 232.5p, against the market price yesterday of 311p, down 1p. There is an underwritten cash alternative of 310p. The share offer values Babcock at £33.3m, the cash at £41.5m.

N. M. Rothschild, FKI's merchant bank, held back from heavy support for the share price, despite its commitment on Tuesday when the merger was announced. The bank said it would be "cautious" to the resources in the market for the shares when the broad market was also falling heavily.

Sunleight reduces its stake in Dale

Sunleight Electronics, the small holding company where FKI has one quarter of the shares, has cut its stake in its former bid target, Dale Electric, from around 8.5 per cent to 6.7 per cent. Sunleight's 15.6 per cent offer for Dale lapsed last month.

"We are planning to dispose of the stake as conditions allow," says Mr Tony Merryweather, chairman of Sunleight.

Since the failure of the Dale bid, Sunleight has made a number of smaller acquisitions, most recently, a 19.9 per cent company which designs, manufactures and distributes battery-powered golf trolleys.

### Hillsdown turns to housebuilding with £40m acquisitions

BY NICKI TAIT

Hillsdown Holdings, the acquisitive food and furniture group, is expanding in yet another direction with the proposed acquisition of Fairview New Homes, a London-based housebuilder split off five years ago from the then Fairview Estates group. In total, the deal is worth just under £40m.

Hillsdown already has substantial property interests—the division made operating profits of £5m on sales of £11.2m in 1986—and a residential refurbishment programme is underway involving Nash Securities, was still below the 80p market price.

It is unusual for a bidder to win success by the first closing date and Mr David Beatty, J. Jarvis' chairman, said he was "puzzled" by the announcement, especially as Mr Bard's 75p per share cash offer, via Brookville Securities, was still below the 80p market price.

However, links with Frogmore are now severed and the independent Fairview is estimated to pre-tax profits in excess of £7.5m for the year to end June.

The company currently has a land bank comprising 2,500-plus plots and some 20 sites under development. Hillsdown's move into housebuilding comes at a time when Mr David Thompson, its co-founder and former joint chairman, has been particularly active on the property front in a private capacity in taking a controlling interest in Glendale Estates, the estate agent and buyer of 100 per cent interest in Merlin Estates.

Yesterday Mr Harry Solomon, Hillsdown chairman, said that the addition of a housebuilding arm would also help the group get maximum potential from land which has come into the company as a result of acquisitions, and complement its stable timber interests. The deal comes just two weeks after Hillsdown agreed to purchase Canadian agri-products group Maple Leaf Mills for £16.9m cash.

The company is proposing to buy 94 per cent of Fairview for £25.5m with an option agreement over the remainder—and to repay its debts, which total £40m. The deal is being financed by a vendor placing of 6.5m shares; the vendor will retain a further 2.5m. Hillsdown will add an additional 4.8m shares are being placed by Hillsdown's joint brokers, Hoare Govett and Warburg Securities, to finance the debt.

Hillsdown shares shed 2p to 80.5p yesterday.

### Ealing Electro in bid talks

By Philip Coggan

Ealing Electro-Optics, the USM quoted optical equipment manufacturer, is one step closer to finding a new owner. Its board announced yesterday that it was in talks with an unnamed party which may or may not lead to an offer for the company.

The potential bidder was introduced by Slepner UK, a financial services company whose ultimate holding company is the Norwegian group Nervi. Slepner, which holds a 40.5 per cent in EEO, is being approached to find a bidder, or to bid itself, for the company before September 30.

Slepner acquired the stake from EEO's one-time parent company, Ealing Corporation, as security for a future programme. The Takeover Panel excepted it from making a full bid from EEO until July 1 and extended the deadline when Slepner agreed to find a bidder for at least 150p per share.

### Ward White

WARD WHITE has completed a public offering of 886,982 American Depository Shares at \$19.67 per share.

In addition to this initial offering, which is managed by Shearman, Lehman, Ward White will make available a further 125,355 ADSs to the underwriters to facilitate the management of the issue. If the further 125,355 ADSs are taken up, the maximum size of the offer will be 2,887,311 new ordinary shares, representing 24 per cent of the company issued ordinary share capital.

### Staverley Industries

Staverley Industries' chairman told shareholders at yesterday's annual general meeting that it was too early in the trading year to be sure about the year as a whole. Significant external influences and exchange rates would impact the company and these were not easy to forecast with certainty. All he could say at this stage was that the company continued to progress and subject to no unexpected setbacks they anticipated another record year.

### Valor name change

At yesterday's annual general meeting of Valor shareholders approved a change of name to Yale Valor following the \$100m American acquisition programme by the company. Trading at Yale and Nettle was said to be buoyant while in Britain Valor trading continued to be good.

### Dawson Intl

DAWSON INTERNATIONAL's chairman told shareholders at yesterday's annual general meeting that it was too early in the trading year to be sure about the year as a whole. Significant external influences and exchange rates would impact the company and these were not easy to forecast with certainty. All he could say at this stage was that the company continued to progress and subject to no unexpected setbacks they anticipated another record year.

### BOARD MEETINGS

Interim: Arrow Brothers, Ashby Park Investments, Derby Trust, Edinburgh American Asset Trust, Eland and Gold Mining, First Leisure, Free State Consolidated Gold Mines, Green Projects, Johnstone's, Palmer, Maudsley and Best, Rooney Trust, South African Land and Exploration, Southval, Van Hees Exploration and Mining, Western Diamond.

Finals: BHS, Bostam, Black Arrow, Boscombe Property, British Bloodstock, CAF Group, DCA Corporation, ETS, Gainsborough Stones, Sainsbury Leisure, F. H. Tomkins.

### DIVIDENDS ANNOUNCED

Current payment date Corres. of pending for last Total Total

payment div year last year

Allied Textile ..... int 3.4 — 3 — 8

Bespak ..... 2.75 Oct 7 2.5 4.5 4.25

Brasway ..... 0.85 — 0.83 1.85 1.13\*

Fledgling Japan ..... int 1 Aug 5 1 — —

Jersey Elec ..... int 1/7 — 5 — 20

Menier-Swain ..... 2.25 — 1.7 3.2 2.1

Midline Elec ..... 0.1 — 0.1 0.1 0.1

Splash Products ..... int 1.1 Aug 28 — 22

Vantage Sets ..... int 0.6 — 0.5 — 1.8

Dividends shown pence per share net except where otherwise stated. \*Equivalent after allowing for scrip issue. +On capital increased by rights and/or acquisition scrips. £1 USM stock.

£ Unquoted stock. || Third market. || Gross.



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of

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Gilbert Elliott and Company

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London WC1

130c Broadway

Didsbury

Oxfordshire OX11 8UB

Rural Planning Services plc

Broadway House

130c Broadway

Didsbury

Oxfordshire OX11 8UB

23rd July, 1987

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Options on British & Commonwealth Holdings plc are now available on The London Traded Options Market

## UK COMPANY NEWS

## Allied Textile up 17% and plans acquisition

BY ALICE RAWTHORN

Allied Textile Companies yesterday unveiled a 16.8 per cent rise in pre-tax profits to £3.82m on turnover which rose by 5 per cent to £29.45m in the first half of the year.

The group, which has staged a series of acquisitions in recent years, also announced that it intends to expand its specialty textile interests with an acquisition which should be completed within the next few weeks. Allied then plans to accelerate its expansion programme, according to Mr Russell Smith, chairman, by buying more niche textile businesses.

In the 1980s Allied has been transformed from a traditional Yorkshire wool business into a company dominated by its interests in specialty textiles, such as fabrics for use in the defence and automotive industries.

Traditionally Allied, which holds a substantial cash pile of about £25m, has derived a high proportion of its profits from investment rather than trading activity. But Mr Russell Smith said that almost all the improvement in interim profits came from the group's textile interests.

Earlier this year Allied acquired Bulmer & Lamb, a British-based spinning and dyeing company. It is in the midst of integrating this business and is awaiting the delivery of new equipment, scheduled to arrive at the end of the year.

Mr Russell Smith said that Bulmer already bears the benefits of Allied's management but that the full fruits of the acquisition will filter through over the next two years.

Allied has not included a contribution from Bulmer in these interim results, but it will be included for the full year. Since the year-end Allied has invested in British Furter, which is involved with the manufacture of pile fabric.

## Bespak profits more than doubled at £1.97m

• comment

Bespak, which manufactures and sells specialised aerosol valve systems, continued its recovery with pre-tax profits more than doubled from £80,000 to £1.97m against expectations of around £1.6m.

Mr Robert King, chairman, said that there was some exceptional demand after Christmas, but even allowing for that, the underlying trend was upward and most significantly, the customer base was growing.

The sale of valves to Glaxo was higher than expected and would not necessarily continue at the same rate but the company was assured of a continued good demand level. After tax of £442,000 (£203,000), net attributable profits came out at £1.52m (£605,000) for earnings per share of 8.9p (4.5p). There were no extraordinary charges this time (£369,000).

The final dividend has been increased from 4.5p to 7.75p making a total of 4.5p (4.25p). The "Glaxo factor" is still a long term risk.

## Goodman doubles size with GMG acquisition

BY NIKKI TAIT

Goodman Brothers, the small loss-making clothing group, is to double its size via the acquisition of GMG, a privately-owned retail group which takes in 20 Benetton shops. It will also raise just over £1m to strengthen the group and fund new trading ventures.

Under the deal, Mr Gerry Goodman, his son, Paul and Mr Harold Goodman will join Goodman Brothers as non-executive chairman, director and finance director, respectively, and Mr Gerry Goodman plus his family interests end up with a 31 per cent stake in the company. The Goodman father and son are unrelated to Goodman Brothers; Mr Harold Goodman has no family connection with either.

The deal follows a substantial reorganisation of Goodman Brothers itself. In the wake of the arrival of accountant Mr David Bernstein—originally a consultant but now non-executive chairman—in 1985.

Goodman has now pulled out of manufacturing, and yesterday unveiled a reduced profit line in the year to end-April of £43,000 against £294,000 on sales cut from £9.97m to £5.29m. Unlike the previous year, there are no extraordinary write-offs. In the current year, Goodman says that it has been hit by "the appalling weather" but adds that a strengthened sales team and additional customers have been some compensation.

GMG, by contrast, has shown steady growth since its former

## London United purchase

BY NICK BUNKER

London United Investments, the specialist insurance group, has conditionally agreed to buy for £8m El Paso Insurance, one of the non-life companies which has business managed by London United subsidiary, H. S. Weavers, an underwriting agency.

El Paso and its Bermuda-based subsidiary, Desert Insurance, have a 6.5 per cent share of the US car hire market. Weavers, which specialises in US casualty risks, London United said El Paso's activities closely mirror those of London United's own subsidiary.

## British Benzol changes name

British Benzol shares yesterday rose 6p to close at 144p—defying the slump in the market—following its annual general meeting at which its name was changed to Powerscreen International.

The new name reflects the change in its basic business following a reverse takeover last year by Powerscreen, the mobile screening equipment manufacturer and supplier.

Mr Patrick Dougan, chair-

## Financial Dynamics sought by Broad St.

BY TERRY POVEY

Broad Street Associates, the US-quoted public relations company, is close to agreeing to pay up to £5.4m to acquire Financial Dynamics, another group, by two ex-Addison Consultants executives, Mr Charles Pigott and Mr Justin Downes.

Mr Russell Smith, described by the outlook for the full year as "very promising."

## • comment

In the early 1980s when the textile industry was shrouded with gloom, Allied staved off the rigours of recession by jettisoning its traditional textile interests in favour of value added niche businesses. In the late 1980s, when the climate is more uncertain, it shows no sign of changing. The remnants of traditional interests should remain intact. But, as the British Furter disposal proves, Allied is as ruthless as ever at weeding out poor performers.

The integration of Bulmer has been rather slower than expected. Its improvement to date has prompted analysts to increase their profit projections for the year to £5m. Yet the progress of the share price will depend on the pace of acquisitions.

If Allied is as active as it promises, the prospective p/e of 14.5, on yesterday's share price of 32p, seems undemanding. And it may even succeed in eroding its infamous cash mountain.

Financial Dynamics was set up in October under the wing of Grayling, the advertising group, by two ex-Addison Consultants executives, Mr Charles Pigott and Mr Justin Downes.

Most of its 12 staff are former employees of Addison's financial public relations arm, Streets Financial Strategy. Mr Pigott died in a car crash in December.

The takeover is the latest in a round of break-ups, new company formations and takeovers that have plagued the public relations field, and many believe may even be endemic to this low entry cost business.

Broad Street is well known for its hard-hitting role in some of the City's major takeovers, dramas, ranking second in terms of value of bids fought in 1986.

The company has been searching around for suitable takeover targets for some time. Among others, approaches have been made to Grandfield York Collins Financial with a view to backing its buy-out from Saatchi & Saatchi.

Coming to the market in August 1986, through a reverse takeover of listed Shell Stanely, Broad Street's shares were initially placed at 43p each. In

the year to October, it reported pre-tax profits of £990,000 (£226,000) on turnover of 7m (£4m).

Five days ago, Broad Street's board issued a statement saying that it was unaware of the reasons for the current sharp increase in its share price—which closed at 86p last night.

Mr Downes commented last night that both companies were "culturally similar," and that he welcomed "the security and greater resources" that being part of Broad Street offered.

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LAURENCE PRUST &amp; CO. LIMITED

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QUAYLE MUNRO LIMITED

of 2,400,000 Ordinary Shares of 50p each at 100p per share

SHARE CAPITAL

Authorised

£4,500,000

Issued and proposed to be issued and fully paid

£3,531,001

In Ordinary Shares of 50p each

Application has been made to the Council of The Stock Exchange for the whole of the Ordinary Share Capital of Kingston Oil &amp; Gas plc, issued and proposed to be issued, to be admitted to the Official List. It is expected that dealings in the Ordinary Shares will commence on 28th July, 1987.

Kingston Oil &amp; Gas plc, through Kingston Oil Corporation, its operating subsidiary, is engaged in oil and gas production, development and operating services in Ohio, U.S.A.

Listing Particulars relating to Kingston Oil &amp; Gas plc are contained in new issue cards circulated by Ezel Statistical Services Limited and copies of the Listing Particulars may be obtained, during normal business hours, on any weekday up to and including 6th August, 1987, from:

Kingston Oil & Gas plc,  
Broom House, Highfield Road,  
Manchester M13 3WD.Brown, Shipley & Co. Limited,  
Founders Court, Lothbury,  
London EC2R 7HE.Quayle Munro Limited,  
Gillet House, 55 Basinghall Street,  
London EC2V 4DU.Scribner Hendry & Co.,  
(a member firm of Brown, Shipley  
Stockbrokers Limited),  
Durrant House, 8-13 Chiswell Street,  
London EC1Y 4VS.and, during normal business hours, on 23rd, 24th and 27th July, 1987, from:  
The Company Announcements Office,  
The Stock Exchange, Throgmorton Street, London EC2.

23rd July, 1987

## Post Office Report and Accounts 1986-87

## A letter from the Post Office.

Dear Customer

Thank you for your custom during the last year. The record growth in the amount of mail you posted allowed us to continue a policy of keeping our price rises below those of prices in general.

With rising volume we were able to continue with the discount of a penny off the price of the second class stamp through to October, and to follow this up with a further discount at Christmas. After holding the price of the first class stamp for nearly two years, we added a penny in October to help meet rising costs. However, at the same time, we reduced the basic price of letters to EEC countries by 4p.

The price of a second class letter is still only a halfpenny more than it was five years ago, and overall our inland letter prices are more than 11p in the pound lower in real terms, taking into account the cost of living, compared with five years ago.

We put a major effort into improving our overseas letters and parcels services during the year and this has been reflected in the enhanced standard of service we were able to give. We began a programme of action to improve further our letters service in the United Kingdom. We are continuing that in the present year with a further investment of £15m to improve service standards. For example, we are arranging extra daily calls from the postman to another 400,000 addresses at a time when most Post Offices in other countries have abandoned the second delivery as too costly.

In our post offices, too, we began a drive to improve service. Important to this is action on an agreement we have reached with our main union for the progressive introduction of part-time workers to help us cover peak periods. We made further progress with a programme of improvements to Counters' premises on which we spent another £6m last year. We expect, and are determined to see, further improvements in the year ahead.

In our bank, we have introduced a range of new services which include mortgages, high-interest deposit accounts and new insurance services. In addition to more than 160 automated teller machines of our own, Girobank customers can now use the cash dispensing machines of other partners in the LINK organisation.

Royal Mail Parcels has launched its Business Programme which includes a charter setting out its commitment to provide the highest level of service, and offers a wide range of discounts and other benefits.

Another investment for the long term was the reorganisation of our activities into individual businesses. Each has a strong marketing department and has created its own customer care units to make sure that our customers have their own special representative in the businesses.

We intend in the year ahead to improve our services further, and to develop them to provide what you want at a price you think is fair to pay.

Yours faithfully,

Sir Ron Dearing

Sir Ron Dearing  
Chairman



This letter to customers is taken from the Post Office Report and Accounts for 1986-87. Amongst the highlights of a successful year a profit before tax of £170 million is reported. If you would like a free copy of this report, please complete the coupon in this advertisement.



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## UK COMPANY NEWS

### Courtaulds lace expansion

By ALICE RAWSTHORN

Courtaulds, the textiles and chemicals group, is augmenting its interests in the lace industry by acquiring three lace manufacturers—one in France and two in the UK—for £8m.

Yesterday Courtaulds announced the acquisition of a 50 per cent controlling interest in DLR Textiles, which trades as Desseilles—one of the largest manufacturers of apparel lace in France. In recent years Desseilles has expanded its international interests and has established joint ventures in Japan, Spain and the US. Exports now represent half its annual sales of £22m.

Once the acquisition is completed, Desseilles will continue

to be run by its present management team. Mr Martin Taylor, managing director of Courtaulds Textiles, said that the group intends to continue investment in new equipment for Desseilles and in extending its international network.

In the UK, Courtaulds is in the throes of discussions to gain full control of Laces of London Fabric, a knitting and lace business which it already holds in a controlling interest. It is also negotiating for LEF to acquire Stormguard, the holding company, earlier this year. While Laces and Textiles, the second largest manufacturer of apparel lace in the country.

Both acquisitions should be concluded within a month or so.

Courtaulds will then command about 20 per cent of UK apparel lace production.

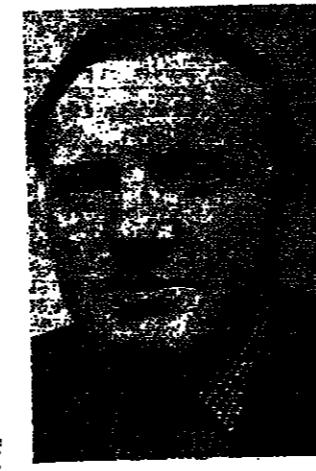
Courtaulds' expansion within the lace industry follows the arrival of several large textile groups in a sector which has traditionally been the preserve of a few long-established family firms.

The John Crowther Group bought the assets of the apparel lace business owned by E & A Richards, a subsidiary of Stormguard, the holding company, earlier this year. While Laces and Textiles, the second largest manufacturer of apparel lace in the country.

Both acquisitions should be concluded within a month or so.

Philip Coggan on Delta Group's revival

### Mr Wilson's healing touch



Its stake in the businesses has been reduced to 49 per cent, the companies have assumed associate, rather than subsidiary, status and the profit contribution from the area should fall this year.

So the 1987 Delta can claim to have discarded all old dependencies on metals and South Africa.

"It's a good cash generator, with a good management team and some quality operations," believes Mr John Heron, an analyst at Greenwell Montagu.

The doubts centre on the growth prospects; between 1984 and 1986 pre-interest profits only rose from £21m to £30m. That figure is distorted by major disposals like those of the tape and tubes businesses in 1985 but nevertheless some of the group's business like cables and metals are perceived as being very mature.

Although the group could generate another £20m in cash this year, analysts expect pre-tax profits to rise about 10 per cent from £37m to £38m, a respectable but in these days unexciting improvement.

Most analysts agree that the company now needs to make some kind of purchase.

Mr Wilson, who became chairman in 1982, did his best to set an example for cost-cutting by slimming down the board and keeping head office staffing to a minimum; the result is that management is now firmly in the hands of the divisional executives whom he nicknames the "barons".

While the UK businesses battled to re-establish themselves in one area where growth was fairly hectic was South Africa. Ironically, Delta has been striving to diminish its exposure to the area for the past few years but such has been the pace of growth that Africa actually increased its share of profits between 1985 and 1986 from 15 per cent to 20 per cent.

As a result, Delta has been able to remit £20m in cash from South Africa over the past four years, considerably helping it to cut its gearing. Now that it seems such a natural fit that Delta hoped for an agreed bid but after what were described as "positive discussions" with Scholes' chairman and managing director, and its financial adviser, N. M. Rothschild, Delta was forced into making an announcement by a sudden jump in Scholes' share price. A few days later, the board of Scholes rejected the bid and its share price now stands at 615p, well above the 550p cash alternative from Delta.

A £70m bid must have been a heady dream in the early

Geoffrey Wilson, executive chairman of Delta Group

### Beatrix Mines Limited



Incorporated in the Republic of South Africa. Registered No. 77/021390/01

Share capital:

Authorised—150,000,000 ordinary shares of no par value  
Issued—85,000,000 ordinary shares of no par value

#### Interim report for the six months ended 30 June 1987

	Quarter ended 30.06.87 £'000	Quarter ended 31.03.87 £'000	6 months ended 30.06.87 £'000	6 months ended 30.06.86 £'000
<b>Interim statement</b>				
Income				
Interest received	5,790	6,934	12,724	18,626
Royalty	14,169	11,666	25,835	19,492
Dividend	14,484		14,484	3,961
	34,443	18,600	53,043	42,079
Interest paid and sundry expenditure—net	4,142	4,500	6,642	18,461
Income before taxation	30,301	14,100	44,401	23,618
Taxation	7,745	7,069	14,812	9,828
Income after taxation	22,558	7,031	29,589	13,790
Retained income at beginning of period	11,032	4,001	4,001	2,393
Distributable income	33,590	11,032	33,590	16,183
Dividend paid	25,500		25,500	12,750
Retained income at end of period	8,090	11,032	8,090	3,433
<b>Balance sheet</b>				
Capital employed				
Share capital	131,466	131,466	131,466	131,461
Retained income	8,670	11,032	8,090	3,433
Long-term loans	59,687	84,463	59,687	159,261
	199,243	226,961	199,243	294,175
Employment of capital				
Fixed assets	77,843	77,843	77,843	77,843
Loan to Buffelsfontein Gold Mining Company Limited	149,700	183,908	149,700	233,776
	227,543	261,751	227,543	311,619
Net current liabilities	28,300	34,790	26,300	17,444
Current assets	33,717	4,369	33,717	58,832
Current liabilities	62,017	39,159	62,017	76,276
	199,243	226,961	199,243	294,175
Long-term loans	R'000	R'000	R'000	R'000
Balance at end of period	93,399	116,157	93,399	221,448
Interest paid during the period	3,940	4,040	7,980	18,152
Repayments due within one year	33,712	31,674	33,712	115,570

These loans are in US dollars and are fully covered. The 1986 figure, however, includes a rand loan of R74.4 million, which has since been repaid.

The loan to Buffelsfontein will be repaid during the year once the final tax assessment has been received. The repayment will be partly in cash and partly by the issue of additional preference shares in Buffelsfontein Gold Mining Company Limited.

#### REMARKS:

(i) The figures are unaudited.  
(ii) The report has been approved and signed on behalf of the company by two directors.  
(iii) On 4 June 1987 dividend No 4 of 30 cents per share was declared payable to shareholders registered on 19 June 1987. Dividend warrants will be posted on 7 August 1987.

Registered office:  
General Mining Building  
6 Hollow Street  
Johannesburg 2001

The Interim Report will be sent to shareholders on or about 30 July 1987 after which date copies will be available at the London office, 30 Ely Place, London EC1N 6UA

Philip Coggan on Delta Group's revival

### Mr Wilson's healing touch

Financial Times Thursday July 23 1987

### UK ECONOMIC INDICATORS

ECONOMIC ACTIVITY—Indices of industrial production, manufacturing output (1980=100), engineering orders (1980=100), registered sales volume (1980=100), retail sales value (1980=100), registered unemployment (including school leavers) and unilled vacancies (1980=100). All seasonally adjusted.

	Ind.	Man.	Eng.	Retail	Unemp.	Vol.	Value
1986							
1st qtr.	108.1	102.2	102.2	119.3	144.0	121.7	166.2
2nd qtr.	104.9	104.9	105.0	121.8	154.5	126.2	172.8
3rd qtr.	108.9	107.1	107.1	128.7	156.7	127.7	174.1
4th qtr.	111.1	111.2	111.2	130.8	154.9	121.2	178.0
December	118.2	107.4	115	134.7	154.9	119.1	180.8
1987							
1st qtr.	112.7	107.4	108	128.4	157.0	126.2	181.4
2nd qtr.	111.2	108.2	114	128.7	158.4	124.4	182.3
3rd qtr.	112.7	108.2	115	128.5	158.5	124.4	182.3
October	117.5	112.1	112.1	130.5	158.5	125.0	182.6
November	118.2	112.2	112	130.5	158.5	125.0	182.6
December	118.3	112.4	115	130.5	158.5	125.0	182.6

OUTPUT—By market sector; consumer goods, investment goods, intermediate goods (materials and fuels); engineering output, metal manufacture, textiles, leather and clothing (1980=100); hours worked (1980=100); monthly average.

Trade—By market sector; consumer goods, investment goods, intermediate goods (materials and fuels); engineering output, metal manufacture, textiles, leather and clothing (1980=100); hours worked (1980=100).

Export—By market sector; consumer goods, investment goods, intermediate goods (materials and fuels); engineering output, metal manufacture, textiles, leather and clothing (1980=100); hours worked (1980=100).

Import—By market sector; consumer goods, investment goods, intermediate goods (materials and fuels); engineering output, metal manufacture, textiles, leather and clothing (1980=100); hours worked (1980=100).

Visible balance—Current balance (1980=100); official reserves.

Trade—By market sector; consumer goods, investment goods, intermediate goods (materials and fuels); engineering output, metal manufacture, textiles, leather and clothing (1980=100); hours worked (1980=100).

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# HOGG ROBINSON SHAREHOLDERS

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\*based on the middle market price as derived from The Stock Exchange Automated Quotation System at close of business on 21st July 1987

Shareholders should post completed proxy cards immediately or deliver them by hand to Baring Brothers & Co., Limited, 145 Leadenhall Street, London EC3, up to 10.00 a.m. on Saturday 25th July 1987

If you require further information, please ring 01-879 7799



# HOGG ROBINSON

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**GRANGES**  
EXPLORATION LTD.

Incorporated with limited liability in the Province of British Columbia, Canada

### Introduction to the Official List

ARRANGED BY

Hill Samuel & Co. Limited

Granges is a Canadian company based in Vancouver, British Columbia which, together with its subsidiaries, is engaged in the exploration, development and operation of gold and other mineral properties in Canada and the United States.

The Council of The Stock Exchange has admitted to the Official List all of the Common Shares without par value of Granges set out below:

#### COMMON SHARES WITHOUT PAR VALUE

Issued and fully paid	18,594,203
Reserved for issue	3,181,841
Total	21,776,044

Listing Particulars relating to Granges are available in the Exetel Statistical Service and copies of such particulars may be obtained during usual business hours (Saturdays and public holidays excepted) up to and including 27th July, 1987 from the Company Announcements Office, The Stock Exchange, Throgmorton Street, and up to and including 6th August, 1987 from:

Hill Samuel & Co. Limited  
100 Wood Street  
London EC2P 2AJ

James Capel & Co.  
James Capel House  
6 Bevis Marks  
London EC3A 7JQ

23rd July, 1987

The bonds having been sold, this announcement appears as a matter of record only

## UK COMPANY NEWS

### Owners Abroad hit by start-up at Air 2000

#### • comment

The subject to a consortium bid led by Mr Neil Scott, former chairman of the company and the man who set it up 25 years ago. However, in early July Mr Scott disposed of 4.6m shares (8 per cent of the equity) and retained 1.72m shares (3.99 per cent).

Mr Howard Klein, who took over as chairman after Mr Scott's departure in April, said that he was confident that the full year would show a worthwhile increase in profits over 1986. The company was continuing to trade well and bookings were currently 17 per cent ahead of last year.

He said it was the company's policy not to sacrifice margins for volume and although margins were under some pressure, overall they were being maintained.

Owners paid no tax and losses per share amounted to 62.5p. Mr Klein said that he expected the company to have increased dividends for the full year to October 31 1987. Owners paid 1.5p. It intends to start paying interim dividends in the year starting November 1 1987.

Earlier this year it was expected that Owners would be

paid 1.75p. This puts the shares at 12.5p on a prospective p/e of 17. This rating seems a couple of points too high and could be hard to sustain now that the former chairman is still holding 3 per cent.

Mr Klein recommended that shareholders should hold on to their shares for the full year.

Arrowsmith and Air 2000 were expected to make a significant contribution to group profits in the full year.

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## TECHNOLOGY : Computing

BY ALAN CANE

## How Darmstadt gained from a transatlantic shuttle

Software AG has become pre-eminent in Europe on the back of fastidious commercial housekeeping and a unique venture into the US market

DARMSTADT, near Frankfurt, West Germany, is the home of the European Space Agency, where batteries of electronic scanners track the re-entry of earth-bound space satellites.

It is also the home of Software AG, a European company the present leading position of which in world software is at least in part the result of its own unique "re-entry" a decade ago into its home market.

In 1972, three years after it was founded and at a point at which it was becoming well-established in its native Germany, it took the courageous decision to withdraw its entire sales force from Europe to attempt to find broader markets in the US.

It was a pioneer among European computer firms in attempting to sell software in the US and the company it set up, Software AG of North America, proved a resounding success.

Within two years it had installed some 50 copies of its principal product, the database management system Adabas, in over 20 computer installations.

In 1976, it entered the European market and has never since looked back. According to Peter Page, its executive vice president, to succeed in Germany, it was first necessary to have proved itself by succeeding in the US.

Its present rate of growth of over 25 per cent a year, he says, is not only satisfactory but excellent.

"We do not wish to become a supermajor," he says, going on to explain that he is concerned about software companies which are driven chiefly by marketing considerations. "These companies are simply heating themselves up," he argues. "I see grave dangers in that."



On the face of things, there is little danger of Software AG burning away in a cloud of incandescent gas. Its success seems to be built on a combination of thoroughly engineered software technology coupled with fastidious housekeeping.

Its extensive and comprehensive series of products have all been funded from earnings with the exception of a small Government grant given in the early 1970s.

"First we earn, then we spend," says Page. The results of this approach are remarkable. At the end of the 1986 financial year, liquid funds and financial investments amounted to some 50 per cent (DM 35.2m) of the company's assets.

Software AG now inhabits a building on the outskirts of Darmstadt, built in a fine combination of traditional and modern styling, which it had out-

grown almost as soon as it took it over from the builders.

It has already identified an adjoining site where a second, similar building will be erected next year.

Software AG specialises in the kinds of computer program, systems software, which rarely hits the headlines like—for example, the best selling spreadsheet Lotus 1-2-3—but which is absolutely critical to the data centre, the data processing industry's production site.

More recently there has been a flurry of interest in what are called relational databases, where the relationship of every piece of information in the data base to every other piece of information is clearly defined.

It makes possible queries like "Produce a list of all salesmen in the south-west region who were under quota last month."

Adabas was designed as a re-

lational database from the word go.

Page says: "It makes sense to us to have the data stored as flat files (the basic structural element in a relational database). We said right from the beginning that there was no need for pointers or for a hierarchical structure."

Only now is the competition catching up. IBM is marketing its own relational database called DB2 which is still, by general agreement, somewhat on the slow side. Adabas, for example, has been benchmarked five to six years behind the state of the art in database management technology.

Other authoritative opinions have come from computer industry experts such as James Martin, who believes that Adabas comes closest to the concept of an ideal relational database.

Other competitors include Cincom, Computer Associates, Digital Equipment and Cullinet, a company which had been

rough time converting to relational technology.

IBM is certain to establish DB2 in most of the data processing centres which use its equipment, so does Software AG face an increasingly tough future?

Page agrees that the competition will become harder but he argues that Software AG still has a five to seven year competitive edge, quoting the US consultancy the Gartner Group as saying that it is now five to six years behind

the state of the art in database management and subject to local laws and business conditions.

This means that calculating the gross worldwide turnover of its customers is difficult. It seems, however, that in 1986 it was more than \$200m, which would place the group right at the top of the list of independent software houses.

Wolfgang Mudter, the manager for international operations, says that all are profitable and showing significant growth. The UK subsidiary, for example, doubled its turnover last year to DM 18m.

Perhaps most important, however, is the effort the company has put into making its software simpler for its customers to use.

"There are many technological dragons in systems software that the user has to fight," says Page. "We try to hide the detailed technology. Data processing can no longer have a special, mystical status, because user company top executives simply do not have the detailed technical knowledge."

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## Where Adabas is at work in Britain

SOFTWARE AG customers in the UK include the High Street retailer F. W. Woolworth, the national oiler and container pool GKN Chep, and Edinburgh District Council.

Woolworth began to use Adabas in 1985 after it went through a structural reorganisation including a change of control from its former US parent to a British consortium.

The data processing side of the business had to be reorganised in the shortest possible time. The hardware, an IBM large mainframe, was installed in January 1985; the database was operational four months later with the first production system running only eight weeks after that.

At present, Adabas is used to keep track of more than 6m pallets which are hired on a daily basis to industries including pharmaceutical, food, drink and packaging.

The operation is run on a Digital Equipment (DEC) Vax 11/780 superminicomputer. Systems manager Michael Curran concentrated on using the software to make the company more effective in the marketplace: "The first application to come from Adabas was a customer service system, not an accountancy program," he says. "It ensures that a customer receives a prompt and adequate answer to any pooling query."

Edinburgh's Tourist Information Centre features a booking system which has proved accurate, reliable and what the customer wanted (which is not always the case in complex systems development).

The city's Labour-controlled council is attempting to move decision-making closer to the people, but area office approach works only if it is backed up by efficient computer systems. So far, Adabas and Natural seem able to have met the challenge.

## Tales of the Supernatural feature in the race to stay ahead

ADABAS seems to have been around for so long that Software AG's management committee thinks that people sometimes think it is old hat. Not so, they say, the rest are only just catching up.

Nevertheless, no company can afford to sit on its laurels in the software business and the company is investing heavily in its view of the future.

The basic elements of its product line are the data-

base management system Adabas itself, together with "Natural," Software AG's fourth generation language.

A fourth generation language or 4GL makes it possible to write complex programs in a simple fashion, and it is basic to Software AG's strategy. More recently the company has introduced Supernatural, a personal application generator.

The chief thrust of the company's research is now to

wards incorporating artificial intelligence in software tools and systems.

Peter Page, Software AG's executive vice president, says:

"We are creating a data base system that will, for the first time, be able to learn."

Much of the development work is directed towards expert systems, software systems which have the capacity to store information and manipulate it in a variety of ways so that the computer can give seemingly reasoned

answers to questions asked of it.

"Expert systems can no longer be regarded as something new and mysterious," according to Page. "They must be included in standard applications."

He believes that the data dictionary, the list of all the names of all the data items in a data base will take on an increasing number of logical functions in application development.

Such a system could offer the programmer the possibility of creating new applications simply by linking together sets of data with pre-defined specifications. "This will considerably reduce, if not eliminate, actual programming."

So Software AG, a company which has set great store by making data processing simpler for its customers can be set to slay the greatest dragon of all.

## International Appointments

**ANNOUNCEMENT**  
A Pan Arab Company wishes to fill the following vacancies:

- DIRECTOR OF FINANCIAL AFFAIRS (Riyadh)**
- DIRECTOR OF PROJECTS (Riyadh)**
- OPERATIONS MANAGER (Bahrain Branch)**

Candidates should be University Graduates in the appropriate field for each position, in addition to possessing the following practical experience:

**DIRECTOR OF FINANCIAL AFFAIRS:**

Ability to understand, develop, improve and maintain accounting systems, in addition to preparing operational and investment budgets. He should be fully aware of office automation systems, use of computer and capable of developing them.

**DIRECTOR OF PROJECTS:**

He should have enough experience in conducting investment opportunity studies, and feasibility studies in the industrial, agricultural or services sectors. He should have enough experience to follow up the implementation and operations of commercial projects and give guidance in this respect to his subordinates.

**OPERATIONS MANAGER:**

He should have enough experience in the financial control systems for banking operations, preparing the budget and apply it on present and expected banking operations. He should have enough experience in all banking services, and products, and able to deal with them and process their settlements. He should know computer systems, hardware and software. He should be able to determine the problems and work on solving it in the proper time.

The required experience for the above vacancies should not be less than ten years. Candidates should be able to speak and write both English and Arabic fluently and should have had suitable career progress.

Applications with a photograph of candidate, should be sent together with the necessary academic and work experience certificates to:

**THE DIRECTOR GENERAL**  
P.O. Box 4009, Riyadh 11491 Saudi Arabia

**WANTED IMMEDIATELY**

ONE BILLION US DOLLAR INTERNATIONAL FUND INVESTING WORLD WIDE IN EQUITIES, FUNDS, BONDS AND CURRENCIES, SEEKS FOR IMMEDIATE HIRE HIGHLY QUALIFIED

**INVESTMENT MANAGER**

Candidate should have 5 to 7 years experience in portfolio management and should have experience in European and Far Eastern markets. The candidate will be based in London or Geneva and will be responsible for the selection of outside fund management institutions and the tracking of their investment performance. About 30 per cent travel.

Please send your curriculum vitae to:

Cipher CL-1075

TRISERVICE S.A.

Case postale, 1219 Chatelet-Geneva/Switzerland

who will transmit

All replies will be treated confidentially

## FINANCIAL CONSULTANT

We are the leading international consulting firm specializing in implementation of productivity and enhancements of quality. Rapid growth requires key financial professionals to augment our consultant teams and interact with clients. Ideal candidates will have a degree in Accounting and a minimum 3-5 years experience in public accountancy, or in related business systems. Exposure to sophisticated management reporting systems is a must. Superior communication skills are essential. Travel to client locations required, Sunday night through Friday. Fluency in other European languages is a must. EEC nationals only should apply.

Forward your cv, earnings history, and letter describing your unique qualifications, under reference 228, to: Universal Communications (Belgium), who will transmit. Replies held in strict confidence.

## Appointments

## Advertising

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Daniel Berry

Ext. 3456

Tessa Taylor

Ext. 3351

## finance manager

Donaldson Filter Components Ltd, a subsidiary of Donaldson Filter Components Inc. USA, with various offices throughout Europe, markets a wide range of heavy duty air filtration systems.

Based in Hull, our Finance Manager will manage the various financial and administrative areas of our Hull plant and our sales office in Bedfordshire. He/she will report to the Director of Finance in Belgium.

The candidate will be a chartered accountant, aged between 27 and 35, and have 5 years experience (preferably in a US multinational). He/she should have a good knowledge of manufacturing accounting.

Applicants should send their curriculum vitae to: Jeanine Felix, Personnel Department.

Donaldson Filter Components Ltd,  
Oslo Road,  
Sutton Fields Estate,  
Hull HU8 0XN.



The Agent Bank  
KREDIETBANK  
S.A. Luxembourgoise

## THE COMMISSIONERS OF THE STATE BANK OF VICTORIA

US\$300,000,000 Guaranteed

Flowing Rate Notes due 1996

In accordance with the description of the Note, notice is hereby given that on January 26, 1987 to January 25, 1988, the Note will carry an interest rate of 6 1/2% per annum.

The interest payable on the relevant Interest Payment Date, January 26, 1988 against Coupon No. 3 will be US\$100,000.00 per Note and US\$300,000.00 per Note of US\$200,000.00 nominal.

The Agent Bank  
KREDIETBANK  
S.A. Luxembourgoise

July 1987

IN THE MATTER OF THE INSOLVENCY ACT 1986 AND PLEDGEGE PROPERTIES LIMITED

NOTICE IS HEREBY GIVEN pursuant to Section 51(5) of the Insolvency Act 1986 that a meeting of the creditors will be held at the offices of Single and Company, 35 New Broad Street, London EC2M 1NH on 27th July 1987 at 2.30 pm for the purpose of receiving statements of debts.

On 10th June 1987, the Secretary of State for Transport, Civil Aviation and Space, issued a notice under section 51(1) of the Insolvency Act 1986, that the assets of Pledgedge Properties Limited, a company registered in the Isle of Man, were being sold at auction.

On 13th June 1987, the Secretary of State for Transport, Civil Aviation and Space, issued a notice under section 51(1) of the Insolvency Act 1986, that the assets of Pledgedge Properties Limited, a company registered in the Isle of Man, were being sold at auction.

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## COMMODITIES AND AGRICULTURE

## UK determined on set-asides

BY BRIDGET BLOOM

THE EUROPEAN Community cannot rely on decreasing the price paid to farmers as a means of reducing mounting cereal surpluses but will have to take increasing quantities of land out of cereal production, Mr John MacGregor, Britain's Minister of Agriculture, warned yesterday.

He hoped to introduce a limited voluntary scheme to take some land out of production early next year under the EC socio-structures scheme finally adopted last month. But the Government was determined to press the case for a Community-wide scheme soon as the business of the EC resumed in the autumn. Mr MacGregor said.

The debate was bound to be lengthy and controversial but the Community had to accept that "one way or another land is going to have to come out of cereal production."

Yields from cereals were rising inexorably and the Commission now predicted that within five years EC stocks would amount to 100m tonnes. Demand for cereals was static or falling, while there seemed to be little prospect of increasing exports.

However, even if increased

British exports were possible as they had been in the last



Mr John MacGregor... "One way or another land is going to have to come out of cereal production"

Official estimates that at least 15 per cent of the land growing cereals would have to be set aside in order to bring internal demand and consumption into reasonable balance, a figure which the British National Farmers' Union, for example, also accepts.

However, the NFU has been urging the case, both to the Government and the Com-

mission, for a compulsory set-aside scheme. It fears that a voluntary scheme will not be effective enough and could result in only the most marginal land being taken out of production. It also believes that a compulsory scheme would be fairer both within each member state and across the Community.

Yesterday, Mr MacGregor addressed critics of a voluntary scheme of set-aside for arable land, including the policing and administering a compulsory scheme which could include Europe's 4m cereal farmers. British officials also argue that a voluntary scheme would be more likely to be taken up by the smaller and less efficient farmers.

Britain, France and Germany contribute the major part of the EC's cereal surplus and in particular Germany exports some form of set-aside scheme. But as Mr MacGregor acknowledged yesterday, getting EC-wide acceptance even for a voluntary scheme will be a lengthy and difficult process.

There is no possibility that it could affect this year's planting, due to begin in a couple of months. The best Britain can hope for is that a scheme could be negotiated at next year's price fixing, in time for the 1988-89 season.

## Pechiney plans more aluminium capacity

By Robert Gibbons in Montreal

THE COMPREHENSIVE Senate Trade Bill, passed on Tuesday by a resounding 71-27, will contain a stick designed to prod along the agriculture trade negotiations underway in Geneva in the new round of the General Agreement on Tariffs and Trade.

The Reagan Administration has tabled a proposal in Geneva which would phase out all agriculture trade subsidies and barriers by the year 2000. Should the Gatt working group fail to reach agreement within two years, then the US could well implement a provision in the Trade Bill calling for massive export subsidies of American grains and oilseeds starting in 1990.

The plant's infrastructure was designed for fast installation of a third potline of around 110,000 tonnes capacity when markets justified it. The study will take nearly a year against a background of rising world demand for aluminium.

Pechiney in Greenwich, Connecticut, would not comment, but industry sources say that a 1986 deal under which Reynolds Metal Company, of Richmond, Virginia, would acquire a 25 per cent interest in the smelter, has finally been completed.

## Taiwan buys US products

TAIWAN has bought US farm products worth \$390m during a purchasing tour of the country, Reuter reports from Washington.

The purchases included corn, soybeans, wheat, cotton and orange juice concentrate, the Taiwanese embassy said. It tenanted for barley, but the price offers were unacceptable.

## Recultivating Ghana's goldfields

BY PETER BLACKBURN IN ABIDJAN

THINGS ARE looking up at the historic but dilapidated Ashanti goldfields, one of the world's richest and most celebrated gold mines.

A 51-year project, costing \$159m, to rehabilitate the 90-year-old mine and increase output by 50 per cent to 400,000 ounces a year by 1991 is now in full swing after a slow start. "We are driving for better future," says Mr Bill Hussey, Ashanti Goldfields Corporation's general mines manager.

"The project is a great step forward and should keep the mine viable for the next 50 years."

It is already starting to show results with production of the first quarter of the 1987 financial year reaching the historical level of 10 years. Production at the mine, at Obuasi, 165 miles north-west of the capital Accra — rose last year to about some 282,000 ozs from 264,345 ozs in 1985.

Proven reserves total 7m short tons of ore containing an estimated 2.3m ozs of gold — enough to maintain output at the current level for 10 years. In addition there are at least another 10m short tons of potential reserves which, if developed would guarantee

## US waves stick over Gatt talks

BY NANCY DUNNIE

THE COMPREHENSIVE Senate Trade Bill, passed on Tuesday by a resounding 71-27, will contain a stick designed to prod along the agriculture trade negotiations underway in Geneva in the new round of the General Agreement on Tariffs and Trade.

According to the US Feed

Grains Council, because the EC has never before had significant maize exports, its use of subsidies to gain market share is in violation of the Gatt.

"The subsidies are also improper in light of the EC's participation in the opening agreements of the new Gatt Round, which called for a freeze and roll-back of all subsidies," the Council said recently.

In view of the freeze and roll-back, Congress has been reluctant to grant vast new

subsidies for feed grains. In

stead it has given the Gatt time to act. It has also given the Presidency authority to waive the requirement by certifying that negotiating progress has been made.

However, an administration may by then be in power which is less committed to free trade than is President Reagan, and it cannot be counted on to exercise the waiver.

The subsidies provided for in the bill are called "marketing loans." A marketing loan allows farmers to repay their government loans at world price levels, and the Government thus takes a loss on the difference. Marketing loans have already been implemented for cotton and rice and US exports in those commodities have soared.

## Britain escapes beet disease

BY BRIDGET BLOOM

RHIZOMANIA, the virus disease which attacks sugar beet and has caused markedly lower yields in continental Europe, is not present in the UK although the British Ministry of Agriculture accepts that a risk of infection remains.

Two incidents involving the importation of the virus, in soil on consignments of potatoes from the Netherlands, have been investigated in the last year, the ministry announced yesterday. But it added that safety measures carried out at the East Anglian processing factory which imported the

potatoes resulted in the destruction of the virus before it could spread to neighbouring farms.

The rhizomania virus — the beet necrotic yellow virus — is carried by the otherwise harmless soil fungus, *polymyxa*.

British farmers, currently producing some 1.4m tonnes of the EC's 14.5m tonnes of refined beet sugar, have long feared the advent of the disease. Yesterday, however, the Ministry insisted that provided proper vigilance was maintained, particularly by vegetable importers, the danger of rhizomania spreading to Britain was slight.

At present there is no known method of controlling the

disease once it has infected beet, although some progress has been made in controlling its soil borne vector and research is continuing into varieties which are resistant to the disease.

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At present there is no known method of controlling the

production into the next century.

The UK-based Lonrho bought AGC in 1985 but its stake has been reduced to 45 per cent, with the Ghanaian government holding the rest.

The project is the most important private investment in Ghana since independence from the UK in 1957 and shows renewed confidence following the implementation by the Rawlings regime of far-reaching economic reforms as part of an economic recovery programme sponsored by the World Bank.

"The project is a great step forward and should keep the mine viable for the next 50 years."

It is already starting to show results with production of the first quarter of the 1987 financial year reaching the historical level of 10 years. Production at the mine, at Obuasi, 165 miles north-west of the capital Accra — rose last year to about some 282,000 ozs from 264,345 ozs in 1985.

Proven reserves total 7m short tons of ore containing an estimated 2.3m ozs of gold — enough to maintain output at the current level for 10 years. In addition there are at least another 10m short tons of potential reserves which, if developed would guarantee

companies to retain a minimum 25 per cent of foreign exchange earnings.

"The new law has led to a great resurgence of interest among foreign mining companies," says Mr Kofi Ansah, chief executive of the Minerals Commission in Accra. About 30 foreign firms, mostly Canadian and Australian, have applied for gold and diamond prospecting licenses.

AGC was able to negotiate a 45 per cent foreign exchange retention reflecting the company's importance to the national economy and its urgent need for new supplies, as well as heavy debt servicing commitments. "We could retain more if we showed it was necessary for the success of the project," says Mr Sam Jonah, who last year became AGC's first Ghanaian managing director.

It is an expensive project as we have to import everything," he explains. The project also promised a high rate of return, however, reflecting the high grade of the ore, low operating costs and the fact that basic infrastructure is already in place.

The Government's decision to compensate Lonrho for the majority 55 per cent stake it took in 1972 was another important factor enabling the project to go ahead.

Start up of the project was delayed by over one year to October 1985, however, while the foreign exchange provisions were negotiated.

The project is partly financed by loans totalling \$7m from the World Bank's private sector affiliate, the International Finance Corporation, and Standard Chartered Merchant Bank. There are two 54-year shafts to the project — a 54-year shaft sinking and development programme to expand the mine and the new shafts will shift the centre of mining operations,

Some 3,150 new bungalows are also being built in order to improve living conditions for AGC's workforce of 13,000, which includes 85 expatriates. The project should guarantee job security at the country's largest industrial employer, and substantially increase local earnings in a country which until quite recently was known as the Gold Coast.

## WEEKEND FT REPORT

## PROPERTY ABROAD

The Financial Times proposes to publish a Special Report covering Residential Property Overseas on:

Saturday September 26 1987

For details of advertising rates please contact:

Clive Booth on 01-248 5234

## MARKETS LONDON

COPPER'S RECENT firm tone was reasserted on the London Metal Exchange yesterday as the cash price moved ahead to register the highest closing price for 22 months, having already recovered \$2.50 of last week's \$25.50 setback cash copper put on another \$20.50 at \$1,065 a tonne. The three months position closed with a \$27 gain at \$1,051.50 a tonne. Dealers said the market was underpinned by the continuing tightness of physical supplies and concern about Middle Eastern unrest. But they said the main impetus came from the New York market's strong overnight tone which took London traders by surprise and prompted a scramble to cover earlier short sales.

Further upward pressure was provided by sterling's weakness against the dollar. The widening of the cash premium over three months copper reflected increased "borrowing" (leasing) forward and buying calls. The zinc market was also up with cash metal closing \$1.50 up at \$1,111 a tonne. Sterling's weakness was again a leading factor but dealers also reported trade and commission house buying in response to an oversold market situation resulting from last week's heavy selling. Borrowing was also a factor in the zinc market, widening the cash premium by 24 to 25.00 a tonne.

LME prices supplied by Amalgamated Metal Trading.

ALUMINIUM 40,000 lbs, cents/lb

Cash ..... 74.25 ..... 74.25 ..... 74.25

3 months ..... 74.50 ..... 74.50 ..... 74.50

6 months ..... 74.75 ..... 74.75 ..... 74.75

12 months ..... 75.00 ..... 75.00 ..... 75.00

Close ..... 74.50 ..... 74.50 ..... 74.50

Prev ..... 74.25 ..... 74.25 ..... 74.25

High ..... 74.50 ..... 74.50 ..... 74.50

Low ..... 74.25 ..... 74.25 ..... 74.25

Open ..... 74.25 ..... 74.25 ..... 74.25

Change ..... +0.25 ..... +0.25 ..... +0.25

Turnover ..... 1,000 ..... 1,000 ..... 1,000

Close ..... 74.50 ..... 74.50 ..... 74.50

Prev ..... 74.25 ..... 74.25 ..... 74.25

High ..... 74.50 ..... 74.50 ..... 74.50

Low ..... 74.25 ..... 74.25 ..... 74.25

Open ..... 74.25 ..... 74.25 ..... 74.25

Change ..... +0.25 ..... +0.25 ..... +0.25

Turnover ..... 1,000 ..... 1,000 ..... 1,000

Close ..... 74.50 ..... 74.50 ..... 74.50

Prev ..... 74.25 ..... 74.25 ..... 74.25

High ..... 74.50 ..... 74.50 ..... 74.50

Low ..... 74.25 ..... 74.25 ..... 74.25

Open ..... 74.25 ..... 74.25 ..... 74.25

Change ..... +0.25 ..... +0.25 ..... +0.25

Turnover ..... 1,000 ..... 1,000 ..... 1,000

Close ..... 74.50 ..... 74.50 ..... 74.50

Prev ..... 74.25 ..... 74.25 ..... 74.25

High ..... 74.50 ..... 74.50 ..... 74.50

Low ..... 74.25 ..... 74.25 ..... 74.25

Open ..... 74.25 ..... 74.25 ..... 74.25

Change ..... +0.25 ..... +0.25 ..... +0.25

Turnover ..... 1,000 ..... 1,000 ..... 1,000

Close ..... 74.50 ..... 74.50 ..... 74.50

Prev ..... 74.25 ..... 74.25 ..... 74.25

High ..... 74.50 ..... 74.50 ..... 74.50

Low ..... 74.25 ..... 74.25 ..... 74.25

Open ..... 74.25 ..... 74.25 ..... 74.25

Change ..... +0.25 ..... +0.25 ..... +0.25

Turnover ..... 1,000 ..... 1,000 ..... 1,000

Close .....

## CURRENCIES, MONEY &amp; CAPITAL MARKETS

## FOREIGN EXCHANGES

## Dollar quiet as pound falls

THE DOLLAR finished around its highest levels of the day, but down slightly from the previous London close, in quiet trading as attention switched to sterling at mid-morning, following the disappointing UK May trade figures.

A rise of 0.4 per cent in June US consumer prices, against 0.3 per cent in May, was in line with market forecasts, but provided the dollar with support, after rumours on Tuesday that the figure could be as high as 0.5 per cent.

Trading was nervous as the convoy of US warships and two Kuwaiti tankers, flying US flags, sailed into the Gulf. Rising tension in the Middle East and fears of a confrontation between the US and Iran, added to the dollar's strength, as did the dollar's funds at a time of uncertainty.

Japan's dependence on imported oil also underpinned the dollar against the yen.

The dollar eased to DM 1.8820 from DM 1.8825; to FF 6.1975 from FF 6.3025; to SF 1.5450 from SF 1.5480; and to Y152.30 from Y152.70.

On Bank of England figures the pound, index rose to 104.0 from 103.9.

**STERLING**—Trading ranged against the dollar in 1987 at 1.6385 to 1.6710. June average 1.6282. Exchange rate index fell 0.3 to 72.5, compared with 69.3 six months ago.

Worse than forecasts. May UK trade figures weakened sterling yesterday. The pound shed 1 cent as an immediate reaction to the news. However, it was trading at \$1.6040 before the market closed at \$1.6180, a trade deficit and a 250m current account deficit, and fell to

**£ IN NEW YORK**

	July 22	Latest	Previous Close
£ Spot	1.5951-1.5960	1.6020-1.6030	
1 month	1.5924-1.5931	1.5925-1.5931	
3 months	1.5925-1.5931	1.5925-1.5931	
12 months	1.57-1.577	1.565-1.565	

Forward premiums and discounts apply to the US dollar.

## STERLING INDEX

	July 22	Latest	Previous Close
8.30 am	72.5	72.5	
9.00 am	72.5	72.5	
10.00 am	72.9	72.9	
11.00 am	72.9	72.8	
1.00 pm	72.5	72.5	
2.00 pm	72.5	72.9	
3.00 pm	72.5	72.9	
4.00 pm	72.5	72.9	

Belgian rate is for convertible francs. French franc 61.70-61.80. Six-month forward dollar 1.96.

1.95 c per 12-month 3.45-3.55c.

Correction for July 21, US close: 1.5955-1.5965

Forward premiums and discounts apply to the US dollar and to the individual currencies. Belgian rate is for convertible franc. French franc 61.70-61.80. Six-month forward dollar 1.96.

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Correction for July 21, US close: 1.5955-1.5965

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Correction for July

## WORLD MARKETS

Jointly compiled by the Financial Times, Goldman, Sachs & Co., and Wood Mackenzie & Co. Ltd., in conjunction with the Institute of Actuaries and the Faculty of Actuaries

## NATIONAL AND REGIONAL MARKETS

	WEDNESDAY JULY 22 1987			TUESDAY JULY 21 1987			DOLLAR INDEX				
	US Dollar Index	Day's Change %	Pound Sterling Index	Local Currency Index	Gross Div. Yield	US Dollar	Pound Sterling Index	Local Currency Index	1987 High	1987 Low	Year ago (approx)
Australia (94)	146.51	-0.6	136.23	137.25	2.28	147.45	136.98	138.38	148.14	99.92	75.17
Austria (65)	100.67	+0.0	114.79	119.58	4.00	125.69	116.76	119.80	126.72	96.19	81.42
Belgium (92)	124.50	+0.1	121.79	120.50	2.54	127.00	127.27	131.05	138.59	100.00	95.34
Canada (132)	136.33	+0.5	126.77	130.36	2.14	127.00	127.27	130.32	124.10	98.18	93.10
Denmark (39)	112.44	+0.1	104.55	108.05	2.56	112.57	104.57	108.32	124.10	98.18	93.10
France (121)	105.69	+0.3	98.28	102.75	2.75	105.42	97.93	102.58	121.82	98.35	95.26
West Germany (92)	123.20	+0.1	114.79	119.58	4.00	127.00	116.76	119.80	126.72	96.19	81.42
Hong Kong (45)	125.30	+0.9	125.80	126.35	2.57	134.13	124.60	134.65	135.34	96.99	72.45
Ireland (24)	139.61	+0.1	129.87	136.80	3.27	139.42	129.51	136.71	145.41	99.50	91.89
Italy (76)	97.56	+0.4	90.71	98.07	1.84	97.18	90.27	97.83	112.11	93.47	85.84
Japan (48)	123.93	+0.4	113.15	119.31	0.54	125.51	118.59	121.15	121.28	100.00	95.25
Malaysia (36)	184.50	+0.4	177.57	184.51	0.46	208.88	211.44	210.54	211.59	99.72	82.52
Mexico (55)	202.23	+0.2	227.28	214.51	0.46	208.88	211.44	210.54	211.59	99.72	82.52
Netherlands (38)	126.71	+0.7	117.81	121.30	3.64	127.60	122.30	127.97	129.14	99.45	89.72
New Zealand (26)	109.38	+0.1	101.70	95.20	3.05	109.44	101.67	95.75	109.44	83.93	73.45
Norway (24)	145.96	+1.0	139.44	138.36	1.97	151.48	147.02	152.14	150.00	95.47	89.26
Singapore (27)	174.47	+0.1	164.12	172.15	2.15	175.59	167.76	171.61	184.74	100.00	72.43
South Africa (61)	178.47	+1.1	164.13	172.42	2.15	180.59	176.76	171.61	184.74	100.00	72.43
Spain (43)	128.07	+0.5	119.08	127.70	3.26	128.65	119.51	124.21	128.90	100.00	83.46
Sweden (33)	117.50	+1.2	109.25	112.71	2.05	118.92	110.47	114.08	124.68	90.85	90.83
Switzerland (53)	102.65	+0.4	95.45	98.33	1.68	102.22	94.95	98.10	104.06	92.01	79.87
United Kingdom (53)	152.56	+1.9	142.22	142.22	2.08	152.94	146.99	146.99	146.99	100.00	92.02
United States (57)	125.88	+0.0	117.04	122.58	2.12	126.73	117.72	123.51	135.15	100.00	92.02
The World Index (2417)	125.87	-0.7	117.04	122.58	2.12	126.73	117.72	123.51	135.15	100.00	92.02

Base values: Dec 31, 1986 = 100  
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## EUROPEAN OPTIONS EXCHANGE

Series	Aug 87			Nov 87			Feb 88			Stock
	Vol.	Last	Vol.	Last	Vol.	Last	Vol.	Last	Stock	
GOLD C	2	21	148	34.50	2	44.70	4	45.70		
GOLD C	27	21	61	22.50	17	33.40				
GOLD C	110	37.0	142	34.50	112	34.50				
GOLD P	84	0.30	95	0.70	1	—				
GOLD P	54	2.20	21	7.50	1	—				
GOLD P	51	10.30	—	—						
SILVER C	5600	—	20	215	12	130				
SILVER C	5700	—	506	32	608	12	130			
SILVER C	5800	—	506	32	608	12	130			
SILVER C	5900	—	506	32	608	12	130			
SILVER C	6000	—	506	32	608	12	130			
SILVER C	6100	—	506	32	608	12	130			
SILVER C	6200	—	506	32	608	12	130			
SILVER C	6300	—	506	32	608	12	130			
SILVER C	6400	—	506	32	608	12	130			
SILVER C	6500	—	506	32	608	12	130			
SILVER C	6600	—	506	32	608	12	130			
SILVER C	6700	—	506	32	608	12	130			
SILVER C	6800	—	506	32	608	12	130			
SILVER C	6900	—	506	32	608	12	130			
SILVER C	7000	—	506	32	608	12	130			
SILVER C	7100	—	506	32	608	12	130			
SILVER C	7200	—	506	32	608	12	130			
SILVER C	7300	—	506	32	608	12	130			
SILVER C	7400	—	506	32	608	12	130			
SILVER C	7500	—	506	32	608	12	130			
SILVER C	7600	—	506	32	608	12	130			
SILVER C	7700	—	506	32	608	12	130			
SILVER C	7800	—	506	32	608	12	130			
SILVER C	7900	—	506	32	608	12	130			
SILVER C	8000	—	506	32	608	12	130			
SILVER C	8100	—	506	32	608	12	130			
SILVER C	8200	—	506	32	608	12	130			
SILVER C	8300	—	506	32	608	12	130			
SILVER C	8400	—	506	32	608	12	130			
SILVER C	8500	—	506	32	608	12	130			
SILVER C	8600	—	506	32	608	12	130			
SILVER C	8700	—	506	32	608	12	130			
SILVER C	8800	—	506	32	608	12	130			
SILVER C	8900	—	506	32	608	12	130			
SILVER C	9000	—	506	32	608	12	130			
SILVER C	9100	—	506	32	608	12	130			
SILVER C	9200									

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## INSURANCES

## UNIT TRUST INFORMATION SERVICE







## LONDON STOCK EXCHANGE

## Near record daily fall in equities as Gilts crumble on UK trade figures

Account Dealing Dates	
First Declar-	Last Account
Dealin-	Dealin-
Days	Days
Jun 29	July 9
July 10	July 29
Juls 13	July 23
July 24	Aug 3
Jul 27	Aug 6
Aug 7	Aug 17
New time dealings may take place from 9.00 am two business days earlier.	

jumped to 9.45 per cent, discounting any remaining hopes of another cut in bank base rates. Gilts, sterling still weak at the close, Gilts-edged ended on a gloomy note.

Mr Jimmy Gulliver's Argyll Group, the major food retailing concern which recently announced a £208m rights issue to fund the substantial programme of Safeway Store development, closed 10 lower at 440p as the residue of rights shares were placed with institutional clients.

The company has stated that the rights issue will be used to finance that Safeway's profits are already showing the improvement planned at the time of its acquisition.

Bonds shares fared better than most, as heavy turnover of 9.1m anticipated a circular later this week from Nomura Securities.

The shares moved up to 312p from 300p after rumours that Nomura believes Boots should be rated with the market's favoured pharmaceutical issues.

Widespread and often heavy losses were again the order of the day in financial sectors. The clearing banks were depressed by the fall in interest rates, but also suffered from a fall in the cost of selling pressure by market makers anxious to keep level books in front of the first set of interim figures from the big four banks, those of Midland expected today. Forecasts of the bank's profits, pre-extraordinary items, were also revised, and 210p to 240p. Midland shares dropped 9 to 81p while Lloyds, reporting on Friday, fell 10 to 338p. NatWest retreated 18 to 755p and Barclays gave up 11 to 627p. Royal Bank of Scotland spurted to 450p during initial trading, driven up by persistent overseas and local buying, triggered by another spate of takeover speculation, but later fell 10 to 434p. Standard Chartered, which had a share up at 434p, then fell 10 to 414p, while BNP, Standard Chartered, and BNP had rumours and recent stories regarding its stake in Stanbic, touched 823p before settling virtually unchanged at 812p. TSB dipped 4 to 914p. Merchant banks staged another general retreat led by Mercury International, 12 lower to 490p. Morgan Grenfell, the market's big favourite, settled 4 off at 430p.

McKinsey advanced 13 to 350p in the wake of the company's announcement that it is acquiring F. H. Tomkins' 50 per cent holding in Fluid Control Nt Ltd for £12.3m. Elsewhere in Engineers, Circle moved up 22 more to 885p which makes their share exchange offer for Dertford very attractive at 505p per share. The latter, which had a couple of pre-tax profits rose from £1.6m to £2.1m - boosted Meier-Swain to 5 to 248p.

Electricals posted numerous substantial falls. In the leaders Telecom dropped 40p to 287p on talk of a possible 420p a share bid from NatWest next week - to coincide with the latter's figures due on Tuesday. Rumours of a sell circular from a leading broker upon Prudential which dipped 4 to 214p. Profit-taking left Royals 21.5p, while Commercial Union, 19.5p, and Sun Alliance, 19.5p, also fell 10 to 18.5p. These falls were largely supported in the wake of Tuesday's meeting with analysts and touched 295p before easing back to close 2 cheaper on balance at 285p. Dee Corporates were a relatively steady market awaiting

Johnson Matthey, down 7 at 380p, were unsettled by the chairman's remarks at the annual meeting that the company cannot expect to achieve in the future the same rate of growth in profits which has been seen in the last two years. Cossen, in contrast, was relatively stable at 700p, despite a bullish review of the company from Mr Geoff Allum the analyst with County NatWest, the analyst with County NatWest. He points out that he expects Cookson's success over the past five

years to continue over the foreseeable future and that the current rating still does not fully reflect this. Christies International resisted the trend, closing a few pence firmer at 612p, sentiment being assisted by the announcement of a 50 per cent increase in world-wide sales for the season ending 1987.

GRG, a rising market recently on property, inched higher after hopes of one back 4 to 358p. Ainsworths shed 34p to 125p following the interim results. Stanley Leisure shed 15 to 385p awaiting today's preliminary figures.

Among the Motor sectors, Lucas met with further selling and gave up 18 more to 731p. On the other hand, revised special demand at 433p.

Once again, there was strong buying of Consolidated Gold Fields and 512, as investors continued to favour the gold and metal-related

sector. Double options were transacted in Esso, and 512, as investors continued to favour the gold and metal-related

sector.

A burst of speculative activity took Esso up to 264p prior to settling 8 higher on the day at 282p. Dealings resumed in Central Holdings at 255p compared with the suspension price of 102p following approval of the share issue and proposed rights issue.

Leading Properties, recently the subject of considerable bid speculation, went into reverse as profit-taking gained momentum. Final losses stretched into double figures with Midland the major casualty at 530p to 23.5p. Standard, which fell 16 to 550p and was then 15 to 550p, while BNP, which closed 6 to 427p, as did Sleaford Estates, at 286p. Estate Agents Hanover Drane remained on offer at 400p down to 25p, while Helical Steel shed 12 to 250p. Central Securities, in which Heron Corporation recently acquired a near 20 per cent stake after the purchase of a 20 per cent of a portfolio of Heron properties, dipped to 31p prior to closing off at 30p.

Against the trend, Textiles provided the occasional bright spot. Allied Textile responded to satisfactory results with a gain of 12 at 330p, while Densers International, encouraged by the chairman's annual statement, advanced 4p to 331.5p. Press mention stimulated a rally in West Traction which gained 15 to 320p.

The engineering sector performed well for much of the session, and showed only minor falls despite

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## NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

12 Month High	Stock	Div. Yld.	P/E	100s High			100s Low			100s High			100s Low			100s High			100s Low			100s High			100s Low						
				High	Low	Close	Prev.	Div.	Yld.	High	Low	Close	Prev.	Div.	Yld.	High	Low	Close	Prev.	Div.	Yld.	High	Low	Close	Prev.	Div.	Yld.	High	Low	Close	
204 ADT	ADS	5.0	2.7	10	9	9	9	0	0	10	9	9	9	0	0	10	9	9	9	0	0	10	9	9	9	0	0	10	9	9	9
164 AMCA	AMCA	6.0	1.6	17	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27
171 AMR	AMR	1.0	0.5	12	12	12	12	0	0	12	12	12	12	0	0	12	12	12	12	0	0	12	12	12	12	0	0	12	12	12	12
207 ANR	ANR	2.67	1.0	12	24	24	24	0	0	24	24	24	24	0	0	24	24	24	24	0	0	24	24	24	24	0	0	24	24	24	24
202 ANX	ANX	3.21	0.2	12	11	11	11	0	0	11	11	11	11	0	0	11	11	11	11	0	0	11	11	11	11	0	0	11	11	11	11
175 ASA	ASA	2.1	0.4	12	12	12	12	0	0	12	12	12	12	0	0	12	12	12	12	0	0	12	12	12	12	0	0	12	12	12	12
28 AVX	AVX	1.9	0.4	12	12	12	12	0	0	12	12	12	12	0	0	12	12	12	12	0	0	12	12	12	12	0	0	12	12	12	12
141 Avia	Avia	1.6	0.5	35	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27
125 Aviat	Aviat	1.1	0.5	35	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27
150 Avnet	Avnet	1.25	0.5	35	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27
150 Avnet	Avnet	1.25	0.5	35	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27
150 Avnet	Avnet	1.25	0.5	35	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27
150 Avnet	Avnet	1.25	0.5	35	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27
150 Avnet	Avnet	1.25	0.5	35	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27
150 Avnet	Avnet	1.25	0.5	35	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27
150 Avnet	Avnet	1.25	0.5	35	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27
150 Avnet	Avnet	1.25	0.5	35	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27
150 Avnet	Avnet	1.25	0.5	35	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27
150 Avnet	Avnet	1.25	0.5	35	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27
150 Avnet	Avnet	1.25	0.5	35	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27
150 Avnet	Avnet	1.25	0.5	35	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27
150 Avnet	Avnet	1.25	0.5	35	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27
150 Avnet	Avnet	1.25	0.5	35	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27
150 Avnet	Avnet	1.25	0.5	35	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27
150 Avnet	Avnet	1.25	0.5	35	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27
150 Avnet	Avnet	1.25	0.5	35	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27
150 Avnet	Avnet	1.25	0.5	35	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27
150 Avnet	Avnet	1.25	0.5	35	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27
150 Avnet	Avnet	1.25	0.5	35	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	27	27	27	27	0	0	2			



## FINANCIAL TIMES

## WORLD STOCK MARKETS

## AMERICA

## Stocks steady despite worries over Gulf

## WALL STREET

HALTING a two-day slide, Wall Street stock prices drifted little changed in moderately heavy trading yesterday despite worries over US naval operations in the Gulf, writes *Roderick Orman in New York*.

Credit markets gave no support to stocks as bond prices fell more than half a point. Investors continued to worry about inflation even though the consumer price index increased only modestly in June.

The Dow Jones industrial average closed up 2.23 points at 2,470.18. It had traded most of the day in a narrow range a few points either side of its previous close.

The broader market was less successful at holding the line, and the Standard & Poor's 500 index slipped 0.08 of a point to 308.47 and the New York Stock Exchange composite index lost 0.14 to 173.45. NYSE volume was 175m shares with declining shares outnumbering those advancing by a ratio of four to three.

Oil stocks were one of the poorest performing sectors even though crude oil futures edged higher because of tensions in the Gulf. Exxon fell 51% to \$92.75, Chevron lost 51% to \$60.5, Mobil gave up 51% to \$52.4, Amoco went down 51% to \$84.7 and Atlantic Richfield was off 52 to \$74.

Digital Equipment dropped 51% to \$157.4. The computer maker's second-quarter profits of \$2.85 a share, compared with \$1.81 last year, were below analysts' forecasts.

In the takeover arena, Trans World Airlines rose 51% to \$34.4 after receiving a proposal from Mr Carl Icahn, its chairman, to make it a private company. Shareholders would be offered \$20 cash and \$20 of securities for each existing share. The airline also reported a second-quarter profit of \$32.8m against a loss of \$87m a year earlier.

Argonaut Group jumped 51% to \$49.4. The insurance company received a takeover offer of \$53 a share from Clarendon Group, a privately held Bermuda company with insurance interests.

Del E. Webb added 51% to \$254. The Nevada hotels, casino and real estate group said it was considering sale of parts of the group or other forms of restructuring. Later, a foreign investment group including Industrial Equity (Pacific) of Hong Kong said it had a 5.3 per cent stake in Webb.

Fireman's Fund fell 51% to \$34.4. It reported a second-quarter loss of \$115.5m after adding substantially to its loss reserves in anticipation of heavy asbestos claims.

Among companies reporting strong performances, Sears, Roebuck, the largest US retailer, added 51% to \$53 on a 37 per cent increase in net profits. It was helped by higher profits at its Dean Witter securities house.

In contrast, First Boston, off 51% to \$44.1, reported a small overall

loss after suffering a \$100m loss trading Treasury bond options during this spring's credit markets turmoil. Morgan Stanley, up 52% to \$68, appeared to have avoided trading losses and turned in sharply higher profits.

News that the consumer price index rose only 0.4 per cent in June from May, in line with forecasts, did nothing to improve the bearish mood of the bond markets. Rumours on Tuesday afternoon that the figure would be 0.9 per cent had knocked more than a point off the index.

Prices continued to fall, leaving the 8.75 per cent benchmark Treasury long bond down 51% of a point at 98.74, yielding 8.78 per cent by late afternoon.

Shorter-term rates were little changed though the Treasury can be expected as yesterday afternoon's auction of \$3.75bn of two-year notes. The Treasury is unable to sell any more securities until Congress increases the federal government's debt ceiling.

Yields on three-month Treasury bills fell seven basis points, however, to 5.78 per cent as the bills became more scarce. Traders and investors are getting concerned that the cancellation of more auctions will put a lot of new issue pressure on the markets ahead of the August refinancing by the Treasury. Interest rates might have to give investors sufficient appetite for the paper.

The bearish mood was also exacerbated by the start of tanker escorting in the Gulf by the US Navy. The danger of a serious clash between the US and Iran is making markets jittery.

In addition, the markets are still mulling over the congressional testimony on Tuesday by Mr Paul Volcker, the retiring chairman of the Federal Reserve Board, and Mr Alan Greenspan, his nominated successor. Some people took their comments rather negatively and consequently expect a small tightening of monetary policy by the Fed.

Many others thought their message was ambiguous and were not unduly concerned that Mr Volcker said the Fed had not eased its policy in recent weeks as the market thought.

## CANADA

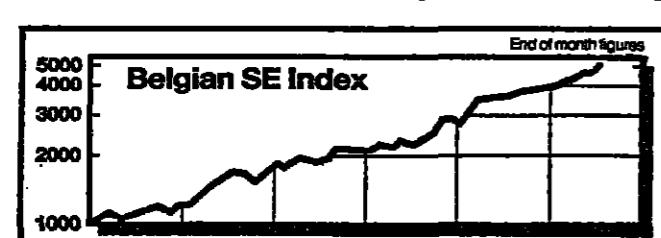
WEAKNESS on Wall Street spread to Toronto, and prices drifted lower across the board.

Metals and mining shares lost more of last week's gains. Cominco was the exception, adding 51% to \$230.4 as it settled with striking workers at zinc and lead operations, Inc. However, was CS down at \$26.8 and Noranda CS down at \$34.4.

Banks performed drably, with Canadian Imperial Bank of Commerce CS higher at \$22.4. Royal Bank steady at \$23.5, but the Bank of Nova Scotia CS down at \$21.5.

Montreal stretched recent losses. Vancouver firmed slightly.

## KEY MARKET MONITORS



## STOCK MARKET INDICES

	July 22	Prev Year ago
DJ Industrial	2,461.62	2,467.95 1,795.13
DJ Transport	1,036.62	1,032.92 729.75
DJ Utilities	200.43	200.71 205.31
S&P Comp.	308.37	308.55 238.18

## LONDON FT

	Ord	SE 100	SE 100	A 500	Gold mines	A Long int	World Act. Ind
Ord	1,822.4	1,872.0	1,286.8	1,234.5	2,395.5	1,559.5	1,262.2
SE 100	1,191.84	1,212.98	778.94	1,215.07	1,338.00	854.08	1,207.71
A 500	446.3	437.1	157.2	9.39	9.19	9.61	12.73
Gold mines	126.73	127.85	92.02	126.73	127.85	92.02	127.85

## TOKYO

	Nikkei	22,702.74	23,078.36	17,629.83
Tokyo SE	1,889.27	1,915.64	1,355.02	1,889.27

## AUSTRALIA

	All Ord.	Metal & Mins.	2,422.2	2,262.2	506.3
Credit Aktien	224.13	222.22	223.25	224.13	222.22

## BELGIUM BE

	5,038.60	(c) 3,642.06
CANADA	1,961.4	1,973.3

## CANADA

	Toronto	Montreal	Winnipeg	Montreal	
Met & Mins.	3,160.4*	3,160.7	2,000.0	3,164.8*	3,163.2
Composite	3,944.8*	3,933.2	2,971.1	3,944.8*	3,933.2
Portfolio	1,977.66*	1,987.38	1,485.74	1,977.66*	1,987.38

## DENMARK SE

	SE	(-)	203.39	206.92
FRANCE	404.50	407.50	363.7	404.50

## FRANCE

	Ind. Tendance	103.80	103.40	86.03
New York (August)	845.7	843.70		

## BAA tender six times subscribed

THE PARTIAL tender offer for the flotation of BAA, formerly the British Airports Authority, has been six times oversubscribed.

The UK Government claimed that use of the tender had yielded an extra £56m in proceeds for British taxpayers.

County NatWest, the Government's merchant bank adviser on the issue, announced that the cut-off price for the tender would be 23p. That means most bidders will be disappointed by the allocation: only about 10 per cent of applicants tendered at or above that level.

The average price of all the successful bids was 23p, compared with a fully-paid price of 24.5p for shares in the fixed price offer. Since the number of shares sold in the tender was 125m - a quarter of the total issue - the Government is claiming that it has gained an extra £52.5m.

A total of 88,000 applications were

## London plunges

NEWS of a substantially worse UK current account deficit for May than had been expected sent equities into one of the heaviest daily falls of the year.

The FT-SE 100 index fell 46 to 2,345.15, its biggest ever daily fall was 46.1 on March 30 this year. The FT Ordinary index lost 39.6 to 1,832.4.

Gilt also fell heavily, showing a net loss at the close of 2% points. Details, Page 34.

the highest bid, but it said some institutional investors had exceeded 310.

Stockbrokers' analysis, however, preferred to reserve judgment until the start of official dealings next Tuesday morning. Some suggested that the successful bidders looked dangerously exposed to a falling market, and if yesterday's downturns were repeated, they could well emerge as sellers in an attempt to cut their losses.

The grey (unofficial) market price for the 100p partly-paid shares fell sharply from 147p to 152p offered to 146p/145p yesterday. Clever Securities, the licensed dealer making the price, said this was in response to wider market conditions rather than any adverse response to the cut-off price.

Richard Tomkins

Lex, Page 14

## ASIA

## Nikkei recovery dashed by US trade bill news

## TOKYO

HIGH TECHNOLOGY and consumer stocks came under significant short-term selling pressure in Tokyo yesterday, driving share prices sharply lower for the fourth consecutive trading day, writes *Shigeo Mishizaki of Jiji Press*.

The Nikkei average dropped 375.62 to 22,702.44, slipping below 23,000 for the first time since April 23. The closely followed market barometer has just lost 12.5 per cent from its peak of 25,929 reached on June 17.

Volume was 421m shares compared with Tuesday's 440m. Declines led advances by 67 to 237, with 119 issues unchanged.

The market started strongly, encouraged by the relaxation of margin trading restrictions, and the Nikkei was up 12.3 points in mid-morning. Later, however, news that the US Senate had passed its omnibus trade bill drove the market lower.

Amid this bearishness, only a few issues proved popular. Teikoku Oil, with 9.2m shares traded, surged Y44 to Y1,030, supported by rising crude oil prices. Nippon Shiman and Seibu Credit gained Y10 and Y200 to Y1,130 and Y3,300, respectively.

Osaka fall back in early profit-taking and the all-share index lost 1.63 to 352.28.

Stockholm was again lower in quiet trading. Foreign buying of Swedish shares increased in June, reversing a trend that began last summer when Sweden doubled its turnover tax.

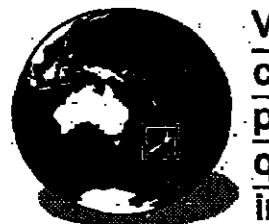
Madrid ended in featureless trading mixed to slightly higher. Fiat gained 1.58 to L12,457 and Montedison L16 to L2,576.

Oslo fell back in early profit-taking and the all-share index lost 1.63 to 352.28.

Stockholm was again lower in quiet trading. Foreign buying of Swedish shares increased in June, reversing a trend that began last summer when Sweden doubled its turnover tax.

## SECTION III

# FINANCIAL TIMES SURVEY



Voters will have their chance next month to pass their verdict on the quiet revolution introduced by Prime

Minister David Lange. His Labour government has brought in radical financial, economic and social reforms aimed at projecting the country into a new era. Chris Sherwell reports.

## Pioneer land's tough course

THE SCENE is dramatic. Across a flimsy wooden bridge suspended above a treacherous river gorge, sturdy pioneers and a pack of sweating horses are hauling a heavy cart of best ale to thirsty miners high in the mountains.

Suddenly a plank snaps, a wheel sticks. The chasm beckons and for a few grim moments it is touch and go. But determination wins through — and since this is an advertisement, so does the beer.

The ad has been showing in New Zealand movie theatres for a few months, and its storyline fits easily into local audiences' perceptions about their country's heroic past.

But the drama also reflects well the critical state of the country, as Mr David Lange's Labour Party government seeks re-election on its extraordinary effort to drag New Zealand into a new era.

Says one senior minister: "If you ask a team of soldiers on the move how they feel about the course they're following, the chances are they'll be miserable and not where they want to be. We hope that people understand that we've not reached our goal yet, but we're on the

right tracks and making progress."

New Zealand's situation, in short, is rather like the soldiering beer hauliers — enduring a course which is tough but necessary, painful but rewarding. So radical has been the shift in official thinking in New Zealand, and so resolute its course, it has been dubbed "the quiet revolution".

That a revolution was needed is now widely accepted. Until July 1984, when Labour ousted Sir Robert Muldoon, the National Party, New Zealand had one of the world's most over-regulated and inefficient economies outside the Communist bloc.

But while it enjoyed long periods of full employment and high living standards, its economy was distorted and deteriorating. Governments ran high fiscal and current account deficits in a misguided bid to cope with a changing world economy.

Now Mr Lange, a 44-year-old former lawyer who started in politics only 10 years ago, is presiding over the most far-reaching economic deregulation seen in any country since the war, and one of the most ambitious and intriguing monetarist experiments yet.



Prime Minister David Lange—and, behind him, the Parliament building in Wellington

# New Zealand

At the same time his government has adopted an internationally controversial non-nuclear defence posture which has disrupted the Anzus alliance with the US and Australia, stirred the ire of Washington and left New Zealand more than geographically isolated.

To outsiders—even to the 3.3m New Zealanders—the overall effect is bizarre. A Labour government has

embraced right-wing economic policies, backed an isolationist defence stand and shelved traditional social goals. In the process the conservative National party's interventionist past has looked positively socialist.

That Mr Lange's programme fits into no known concept of socialism is partly because his party is more social democratic than socialist, and partly because New Zealand already has a well-developed welfare

state with a history longer than Britain's.

His government has nevertheless had to justify its economic policies by insisting that the basis on which New Zealand creates wealth must be radically changed if people are to be better off overall and in the long run.

In its view, the cost of government economic intervention had become far too high. That involvement therefore had to be

reduced and made more efficient. Mr Lange likes to say this is little different from the path followed by other OECD countries, but that alone will not make them vote National.

The spearhead on the economic front is Mr Roger Douglas,

the determined Finance Minister who, virtually single-handed, has taken the Government down a route advocated by young Treasury and reserve

## CONTENTS

The coming election: economy, not defence, is the main issue. Foreign policy: defence: nuclear ban

The economy: first budget surplus in 35 years. Trade relations: Enthusiasm grows for Pacific ties.

Transport: seeking a broad-based and simpler system. Labour relations: difficult time for the unions.

Restructuring industry: rolling back the state frontier.

Banking: services expand in free-wheeling new climate. Stock market: a slithering index.

The entrepreneurs: strong individuals make their mark. Futures: eager investors drive market forward.

Tourism development: the blessing and problem of geography. Property market: an office construction boom.

Agriculture: battle for survival on the farmlands.

Dairy industry: producers are hit hard. Meat industry: big shift in the market.

Forest products industry: more international approach.

Horticulture: research bears juicy fruits.

Wine production: winning ways attest to quality.

• Pictures by Glyn Genin and Ashley Ashwood.

bank officials who became imbued with free-market ideas and, after the Muldoon experience, anxious to make economic management "politician proof".

The changes have been sweeping. Deregulation has transformed the financial sector. Major businesses (like Fletcher Challenge) and businessmen (like Mr Ron Briery) have become well-known abroad. Agriculture, manufacturing, construction, trade and tourism are undergoing irrevocable shifts. Government itself is being streamlined.

The impact is being watched closely at home and abroad. Economic analysts and governments, other Labour and Social Democratic parties in Britain, Australia and elsewhere—all have a keen interest in the progress and outcome of Mr Lange's extraordinary experiment.

A chance to measure domestic reaction will come on August 15, when New Zealand goes to the polls just one month short of the deadline. In going for a second term Mr Lange will be seeking something two of his three Labour predecessors governments never managed.

The reactions are mixed. But it is clear that the important New Zealand defence question is not a vote winner for either party, and therefore holds few electoral risks for Labour.

Brashly speaking, a majority of New Zealanders support the Government's anti-nuclear policies. A majority are also unhappy at the break in the Anzus alliance, but that alone will not make them vote National.

Even if it did, it would probably take more than permission from a National government for port to US naval ships to convince Washington that popular sentiment in New Zealand has reversed itself.

By contrast, the impact of Labour's economic reform pro-

gramme is likely to be the key issue in the election campaign. Unfortunately for Labour, despite all the remarkable changes being wrought, the catalogue of painful consequences is long.

Gross domestic product contracted by 0.8 per cent in the 1986-87 financial year which ended in March, and the reserve bank expects a greater contraction of 1.3 per cent in the current year. Real disposable incomes fell almost 4 per cent last year.

The inflation rate meanwhile soared to 18.2 per cent, though boosted by the new 10 per cent goods and services tax, the rate will still be high by OECD standards in the current year, when the consumer price index is forecast to increase by 8.8 per cent.

At the same time, the unemployment level has risen to a high 5.6 per cent and seems destined to move still higher because of the economic slowdown and job losses from Mr Douglas's ambitious "corporatisation" of nine Government departments.

Interest rates also remain at high levels. In the first five months of 1987, rates of 23 to 25 per cent obtainable on three-month bills are yields on two to three-year Government bonds with 18 to 19 per cent.

To audible sighs of relief, these rates have since weakened. As important, the budget deficit, identified by the Government as the core of the country's economic problems, has also come under control.

From its unacceptably high level of 8.9 per cent of GDP in the year ending March 1984, the deficit fell to 6.9 per cent in 1985 and 4.1 per cent by March 1986. High state sector pay awards, increased unemployment and welfare payments and high debt payments induced by soaring interest rates all slowed its fall.

For the twelve months to March 1987 the deficit came in

Continued on page 2

## THE CABLE PRICE DOWNER GROUP A TO Z OF PRODUCTS AND SERVICES

### A

Access control system  
Adjustable shelving systems  
Agricultural components  
Aircraft component  
Alarm Status Reporting (ASR) system  
All Plastic floor tiles  
Aluminium alloy castings  
Aluminium fabrication  
Aquite 2 - Flood prediction system  
Automotive products - batteries, springs, seatbelts, component

### B

Bendit  
Bathroom cabinets  
Batteries  
Battery charging and test clips  
Battery components  
Battery separator plants  
Benders  
Bins  
Booster battery clamps  
Buildings service gantries  
Building tools and hardware  
Buster systems

### C

Cable casing systems, cable trunking and cable ducting systems  
Cable climbers  
Cable lugs and links (crimp type)  
cable lugs (bolt type)  
Cable Price Downer Export Office Services  
Cable Tray  
Can openers, bottle openers  
Cast iron cable boxes  
Castings - approved to aviation standard  
Castings - non ferrous, ferrous, stainless steel  
Castors and wheels  
Car seatbelts  
Cargo control equipment  
Ceramic products  
Cantilever shelving systems  
Chain and fittings  
Civil engineering  
Cliffhanger shelving system  
Coil and leaf springs  
Control switchgear

### D

Data-logging  
Design and build  
Design - engineering  
Die work  
Disconnectors  
Display systems  
Distribution boards  
Distribution networks  
Domestic switchboards  
Do-it-yourself products

### E

Earth clamps  
Earth switches  
Electrical trunking system  
Electrical connectors and terminals  
Electrical circuit protection equipment  
Electro-mechanical design and build  
Energy generation facilities - construction and supply  
Engineering products - comprehensive turnkey to subcontract component supply  
Exhibition stands

### F

Fabrication - steel  
Fall arrest devices  
Ferrous and non-ferrous castings  
Fibre optic cutters  
Flood warning, control, data logging equipment  
Forestry equipment  
Forgings  
Foundry services  
Fuse gear  
Fuse holders  
Fuse switches  
Fuses

### G

Galvanised steel and aluminium alloy structures  
Golf putter heads  
Gondola systems  
Ground contact parts

### H

Handrails stairs and walkways  
Heaters - wood fire  
Heat treatment  
Heavy electrical repairs  
Heavy machinery service  
High-tech products  
High voltage power supply equipment  
Homes  
Home furniture  
Home shelving  
Hose clamps  
House numbers

### I

Industrial and commercial building construction  
Industrial and commercial lighting  
Industrial safety belts  
Insulators  
Iron castings and special machinery  
Isolators

### L

Ladders  
Lattice structures - tall  
Leaf and coil springs  
Letter clips  
Letter and document trays  
Lifting slings  
Lighting systems  
Loadbreak equipment

### M

Machining - light and heavy  
Machinery - custom made  
Marine construction - wharves, pipelines and dredging  
Marine fittings  
Meats  
Meats  
Materials handling equipment

### M

Mechanical engineering  
Metal cutting saws  
Metal stampings and pressings

Mettrack strip lighting

Modular switchboard systems

Motors controllers

Moulds - plastic industry

### N

New homes

Non-ferrous castings

Non-ferrous forgings

Number plates

Numbers (house) and names

### O

Office furniture

### P

Pattern work  
Plant installation and erection  
Plastic extruded components  
Plastic floor tiles  
Plastic injection moulding

Plastic moulds

Plasticine sealants

Plasticine lamp holders and fuses

Post hole boxes

Potter

Power tools

Pressed metal stampings

Process modular control equipment

Process plant construction

Product supply management

Project management

Pulp and paper equipment

Pump castings

### Q

Quarry industry parts and repair

### R

Repetitive batch manufacture

Robots

Racking post disconnections

Rope way systems

Rubber moulding

### S

Safety equipment

Saw mill equipment

Saws

Sealing ends H.V. and E.H.V.

Security alarm equipment

Ship repairs

Shop fittings

Springs - automotive

Stainless steel castings

Stainless steel boxes

Stairways

Stationery products

Steel castings

Steel - structural, reinforcing

fabrication

Stoneware

Storage systems

Sub-contract - manufacturing and contracting

Switchboards

Switchgear

Syma System

### T

Tapered springs

Telecommunications monitoring equipment

Tile floor covering

Toolmaking

Towers

## NEW ZEALAND 2

Politics: next month's general election

**Economy, not defence, is the decisive issue**

REG BOORMAN has good reason to be anxious. He is the Labour Party MP for Wairarapa, a provincial constituency north-east of Wellington. In the forthcoming August 15 general election, his seat will be the first to go if there is a swing against Labour.

Whether that will happen is difficult to predict. Labour's 17-seat majority over the National party in July 1984 was trimmed to 15 by a by-election defeat a year later. The addition of two new seats to the 95-seat house, together with a re-drawing of boundaries, is expected to favour National.

The battle will be decided in the marginal constituency of Apiti, in the Wairarapa, where there are about a dozen under the new boundaries. A 2.5 per cent swing would give seven of them to National; 6 per cent would deliver them all.

Since the average swing over the past five elections has been 4.4 per cent, a repeat this time would lose Labour the Government. But as Prime Minister David Lange likes to say, times have changed in New Zealand.

One major complication this time is that the third parties will have only a minor influence compared with 1984. Reg Boorman squeezed into the Wairarapa seat by a majority of less than 400 because the new right-wing New Zealand party took votes away from the long-standing National candidate.

This time round, the New Zealand party will not be running. Created and largely funded by Mr Bob Jones, a property investor, it was formed precisely to deny victory to the Nationals and to promote policies since followed by Labour.

Likewise the small Social Credit party, which won two seats in 1984, is not expected to perform well this time round, when it will campaign as the Democratic party. As a result some analysts are suggesting New Zealand could have its first two-party chamber in almost a decade. In Wairarapa, a total of 3,817



A general view of Wellington: the polls show that many voters are still undecided.

votes from these two small parties—almost 10 times Reg Boorman's majority—might be looking for a new home. Across the country the direction such votes will be critical to the election outcome.

Recent opinion polls have shown a clear trend in Labour's favour and pointed to a return of the Labour government, which would suggest the re-directed third party vote will favour Labour over National.

The polls also show a large number of undecided voters, which means that turnout may be crucial. Unlike neighbouring Australia, where voting is compulsory, New Zealanders can choose not to vote if they wish.

In popular perceptions of leadership, the polls show Mr Lange well ahead of his oppo-

nent, Mr Jim Bolger, the national leader. In recent months Mr Bolger was even being ranked below Sir Robert Muldoon, the former Prime Minister who lost the 1984 election. Neither party, therefore, thinks there's much mileage in the matter as an electoral issue.

Nothing could be less true of the economy. Here Labour has not just moved to the political middle ground, it has outflanked the Nationals with a radical programme of reform designed to reduce state intervention in the economy and to make its remaining involvement more efficient.

The programme has involved a considerable amount of pain for ordinary people, notably in the form of higher unemployment, inflation and interest rates, and especially for the

US alliance which followed Labour's ban on port visits by nuclear-armed or nuclear-powered ships. But a majority also supported Labour's decision and party leadership remains in the Shadow Cabinet.

To some extent such polls are misleading, as both parties acknowledge. But they will be treated increasingly seriously as the election approaches.

As for issues outside the nuclear and defence questions are relatively unimportant to the election outcome compared to domestic economic issues or the more parochial matters of law and order or education.

Broadly speaking, a majority of New Zealanders were unhappy with the break in the

farm sector.

It is also taking longer to secure the full benefits that was originally hoped—certainly longer than the 3-year term of a single New Zealand government.

In Wairarapa, where 80 per cent of the electorate is actually concentrated on the small towns of Masterton, Carterton, Greytown and Featherston, there is real doubt whether Reg Boorman can beat off the challenge of his National opponent, Mr Wyatt Creech.

To the extent that Labour's policies have ended increased unemployment, sharper inequalities and greater uncertainty, they have proved a real problem for traditional Labour supporters.

Reg Boorman himself, a 52-year-old former shop owner and taxi driver who's been active in Labour politics since the 1960s, confesses he has had a big problem adjusting to the government.

This support could be tempered by worries about a rear guard action from Labour's left wing, which has installed a couple of its own representatives as parliamentary candidates in the election.

But Mr Lange dismisses such worries, saying the conditions are "not ripe" and would not be moderated by the life and business of parliament and by the realities of power in the parliamentary party which he controls.

In these circumstances, the National party is hoping to gain support by distinguishing itself as clearly as possible from Labour. This is not easy.

Labour's policies put it on the spot, and it now accepts the thrust of Labour's programme. The Nationals' leadership

problems haven't helped. Mr Bolger replaced Mr Jim McLay, who succeeded Sir Robert Muldoon after the 1984 defeat. He has since been struggling to consolidate his position.

Sir Robert, now 68, may be down but he's not out. To many in the party he is a millstone. But he is likely to be offered a senior position in a National government, though not an economic post. If National loses, he might try to regain the leadership.

The National's task is not impossible. Labour's Achilles Heel is on economic policy. In the business community's eyes has been its failure so far to deregulate the labour market, an essential feature of a truly radical programme. National has promised to do just this. It will also embark on a more rapid rate of privatisation.

After the past three years, neither side can be absolutely sure of its sources of support.

Labour's support has been revitalised by the Federated Farmers for its policies, but the word-hat are still likely to vote National.

Both parties recognise the women's vote to be critical, while sections of the blue collar vote which previously supported Sir Robert Muldoon remain unpredictable. The Maori vote is traditionally Labour, but Labour ignores its perils.

Another worry for Labour is that disaffected party activists may be unwilling to campaign in the election. But there is more business support than in the past, and it is widely endorsed financially than its opponents.

This support could be tempered by worries about a rear guard action from Labour's left wing, which has installed a couple of its own representatives as parliamentary candidates in the election.

Labour's big worry is that it might win a majority of votes but not a majority of seats, as happened in 1978 and 1981. A loss would prompt a tough internal conflict over ideology, even as its policies broadly continued.

A win would be historic, since it would mark the first occasion the National party is hoping to gain support by distinguishing itself as clearly as possible from Labour. This is not easy.

Labour's policies put it on the spot, and it now accepts the thrust of Labour's programme.

Chris Sherwell



In reflective mood: a Maori girl at Tikitiki (or Hell's Gate), Rotorua. The Maori vote is traditionally Labour, but Labour ignores its perils.

**Tough course ahead**

Continued from page 1

better than expected at NZ\$1.95bn, thanks principally to the goods and services tax. Expected further revenues from this tax have allowed Mr Douglas to foreshadow a surplus in the current year.

Though this near-historic claim is being carefully interpreted, the underlying trend of improvement is clear. Another factor is that the balance of payments deficit on current account remains unacceptably high at NZ\$2.2bn, but is also improving slowly.

Perhaps the worst of all is the gross external debt which overhangs the economy. At NZ\$3.5bn—excluding short-term debt, which could itself be as much as NZ\$10.12bn—it is around 70 per cent of GDP.

Because the Government has been more successful at raising revenue than trimming spending, it now needs electorally sensitive cuts in the administration of defence, health, education and welfare to continue its strategy.

These will prove difficult.

The radicals behind Mr Bolger's policies want further, faster change, with cuts in social spending and deregulation of the traditional labour market.

Mr Lange—"remember we are a Labour government" says the Government tries to ensure that those most affected by its changes are helped through them, and with an eye on the election acknowledges that he is aiming mostly at cost-saving through greater efficiencies.

Despite this, many traditional Labour supporters wonder whether he hasn't tried too much too quickly. Initially, the pain was suffered mostly by well-off farmers, who lost their heavy subsidies and then faced weak export prices, high interest costs and plunging land values.

Latterly, however, the effects

have embraced wider cross-sections of people living in provincial areas, where unemployment is reaching 10 per cent.

At the same time, the big

centres of Auckland and Wellington have escaped virtually unscathed as the benefits of financial deregulation have gone to those speculating in a booming stock market and property sector.

Labour goes into the election with a handy 15-seat majority in a house which will increase from 95 to 97 seats. But the influence of third parties will be less favourable to Labour this time round, while the redrawing of boundaries may favour National candidates. Either way, the outcome depends on a handful of marginal seats.

The National party's main problem is that it has been outflanked by Labour in economic policy and racked by leadership problems. Mr Jim Bolger, the present leader, replaced Mr Jim McLay, who took over from Sir Robert Muldoon after the 1984 defeat, and has only now consolidated his position.

Importantly, a National party government would not take up its old interventionist posture, would continue the thrust of Labour's policies and take them further, notably in deregulating the labour market and following a programme of privatisation.

Labour's main worry is that its traditional supporters may decide not to campaign or vote.

It has business support. But voters generally may judge that the immediate costs of restructuring the economy—in unemployment, inequality and uncertainty—outweigh the benefits, which remain as much a prospect as a reality.

Against this Labour's biggest asset is popular recognition that things had to be changed in New Zealand. Having undertaken to do this, Labour has stuck to its guns and voters may well feel it deserves to be given another three years to finish the job.

By then, the country, as the movie beer advertisement would suggest, will either have an economy wrecked in a chasm, or a population celebrating wildly.

**Foreign policy/defence****Pride over nuclear ban but doubts also linger**

IN THE space of three years, and largely through a single policy decision, New Zealand's Labour Government has fundamentally altered the tiny country's place in the world. Not only do New Zealanders see themselves differently—outsiders' perceptions of them have shifted, too.

The single decision was the Government's refusal to allow port visits by nuclear-armed or propelled ships, and it was part of a popular policy to make New Zealand "nuclear-free."

Whether the resulting change is for the better is a matter of opinion.

Mr David Lange, the Prime Minister, speaks of a new maturity and confidence in New Zealand, and most ordinary New Zealanders outside the defence establishment seem to feel proud of the move, if doubtful about some of the consequences.

Ahead, New Zealanders are seen either as enviable, for being able to ask questions Europeans and Americans are told not to, or illogically isolationist. Wellington's friends and allies, especially in Washington, London and Canberra, are upset.

For the governments involved, the root of the matter is whether a country such as New Zealand, which is pro-Western but located in a relatively benign region of the world, must accept the nuclear obligations of the Western alliance in order to defend itself.

New Zealand's Labour Government decided "No," and the issue reached a head over the port ban, which came into force on Mr Lange's installation.

The ban was important because Washington's unswerving and "indivisible" policy is never to disclose information about the weapons its ships or aircraft might carry. Wellington's position therefore posed a direct threat to Anzus, the defence alliance forged in 1951 which linked the US, Australia and New Zealand.

He said: "With your current defence policy, it is a fact of life that your cause is less likely to prevail in the European Community, 11 of whose members also belong to Nato."

After much US initially strict reaction to the government's Anzus policy, this kind of indirect threat went down badly in New Zealand. Subsequent remarks made in a similar vein by the British High Commissioner put relations under further strain, though evidently only temporarily.

New Zealand's friends will clearly fight its corner less readily in international forums, but Wellington is not unduly concerned by this, and direct intervention measures by the US or anybody else is most unlikely.

At one level Mr Lange is any-were-possible. He continues to allow US military aircraft into New Zealand for "Operation Deep Freeze," the Christchurch operation which services scientific bases in Antarctica. One reason is that this is worth an estimated US\$15m to the local economy.

The predictable result of all these developments is that the focus of New Zealand's foreign policy is now firmly on the South Pacific—an area which, ironically, has attracted greater international attention as well.

New Zealand, along with Australia, pushed strongly and successfully for last year's promulgation by the South Pacific Nuclear Free Zone Treaty, known locally as "Spinfizz."

All its signatories have been irritated by the refusal of the US, Britain and France to join the Soviet Union and China in signing the treaty's protocols, especially as the US and Britain have indicated they will abide by its provisions.

But a significant development at the Forum's successful campaign for the inclusion of the French colony of New Caledonia on the United Nations list of

non-self-governing territories. Though the object of the exercise was not to attack France, it is clear that relations with France remain awkward because of France's nuclear tests in the Pacific and the 1985 sinking of the Greenpeace ship Rainbow Warrior in Auckland harbour.

Other regional developments to concern New Zealand were the Soviet Union's new fishing agreement with Vanuatu which allowed limited port rights, signs of destabilising Libyan activities in Australia, Papua New Guinea and Vanuatu, and the military intervention in Fiji which led to emergency rule by the country's Governor-General.

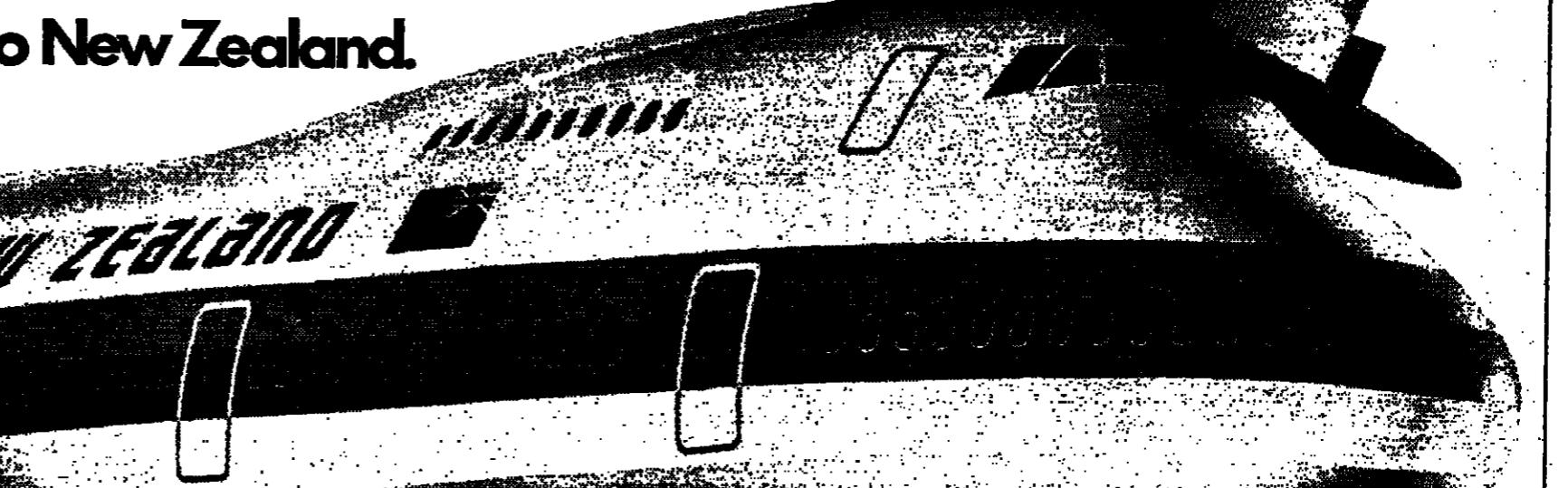
Though important, none compared in significance with the rupture of Anzus which also upset New Zealand's closest friend and neighbour, Australia. Canberra has made its feelings known, but has handled its new-separate relationships with the US and New Zealand with considerable skill.

The interesting question is whether circumstances might change after the forthcoming election. According to Mr Lange, "remember we are a Labour government" says the Government tries to ensure that those most affected by its changes are helped through them, and with an eye on the election acknowledges that he is aiming mostly at cost-saving through greater efficiencies.

Despite this, many traditional Labour supporters wonder whether he hasn't tried too much too quickly. Initially, the pain was suffered mostly by well-off farmers, who lost their heavy subsidies and then faced weak export prices, high interest costs and plunging land values.

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## NEW ZEALAND 3

Labour's sweeping liberalisation programme brings economy under control

## First budget surplus for 35 years

MR ROGER DOUGLAS, the New Zealand Finance Minister, began his budget speech last month by harking back to the first Labour government of 1935 whose members, including his grandfather, "set in motion the greatest social reform in the history of this country."

The goals of the present Labour Government were essentially the same, although the means of achieving them has inevitably changed in response to the times, added Mr Douglas.

This is an unusual way of setting about a budget and was a sendinal attempt to convince tradition members of the party that the Government realises it is a Labour Government.

Their economic policies are anything but traditional for New Zealand Labour—or National party since coming to office in July 1984. The Labour administration has adopted a more non-interventionist, free market, approach to the economy than any previous New Zealand government.

During the past three years, direct tax has been cut and indirect tax increased as part of a contractionary policy to squeeze soaring inflation out of the system; government support and subsidies have been rapidly withdrawn, state industries moved towards privatisation,

and public spending brought under control.

There has been a price to pay. Growth is flat as the restructuring of the economy has had a recessionary impact. Interest rates are stuck in the high teens, manufacturing industry is in sharp decline with very little capital investment showing up in productive industries, unemployment, although low by most international standards is rising and living standards are falling.

There are still some daunting obstacles to overcome: total public debt has risen from NZ\$6.3bn in 1977 to NZ\$42.5bn now, interest payments alone gobbling up around a quarter of each year's total tax take. Total foreign debt is the equivalent of around 70 per cent of GDP.

Inflation which reached 18 per cent last year is now falling and may be under 10 per cent in the current financial year. But the will still leave New Zealand with the highest debt interest rate and inflation figures of its major trading partners in the OECD area.

These albatrosses notwithstanding, the strategy has produced some remarkably speedy results.

The currency was devalued by 20 per cent when the Government took office in July 1984 and the following March, after a

unnecessarily long interval, was allowed to float freely.

The first task to stabilise the public debt by reducing overseas borrowing to sustain an overvalued currency. Public spending is being curtailed and there is little doubt that a major squeeze will occur on politically sensitive social programmes, particularly health and social welfare, once next month's election is one of the way, assuming the Government is re-elected.

The Government has also started to sell assets to pay off debt. Shares in New Zealand steel, the Development Finance Corporation, Petrocorp and Air Zealand are to be sold publicly. The Government's desire to sell off other nationalised industries has been thwarted for political and practical reasons so they are being moved to a half-way house through "corporatism".

The most important sign that the economy is now under control and responding to policy comes with the effect of the taxation and public expenditure reforms.

For the first time for 35 years, a budget surplus is forecast for 1987-88. The NZ\$379m surplus compared with NZ\$2bn deficit in 1986-87 will be the combined result of a clamp on government spending and much higher

revenues from the broader tax base.

And for the first time since the Korean war, the country will actually repay some of its huge foreign debt burden—NZ\$600m in the current financial year.

A key part of the strategy has been to reduce the role of government wherever possible. So while nationalised industries have their subsidies withdrawn and are put on to a commercial footing, one of the world's most regulated and protected economies, particularly social programmes, particularly health and social welfare, once next month's election is one of the way, assuming the Government is re-elected.

The Government has also

footing, one of the world's most regulated and protected economies, particularly social programmes, particularly health and social welfare, once next month's election is one of the way, assuming the Government is re-elected.

All exchange controls have been abolished, the banking and financial services sector have been fully deregulated and subsidies and tariffs are being phased down.

One result of this has been a huge inflow of speculative capital into New Zealand stocks but virtually none into job-creating plants and machinery for productive industry. Equities soared until the overheating share market reached boiling point towards the end of last year, since when it has returned to more orderly temperatures with the loss of some huge capital gains on the way for slow or unlucky investors.

What is remarkable about the state of the New Zealand economy is the speed with which liberalisation has been achieved. Parliamentary terms are so short at three years as to make the achievement of any medium term strategy impossible in one term.

If the Government is re-elected next month it will be because New Zealanders have accepted that, to get their country into competitive shape, more time and pain is needed—even if it means a further fall in living standards and more

unemployment, which is guaranteed to rise sharply during 1987-88 on present policies.

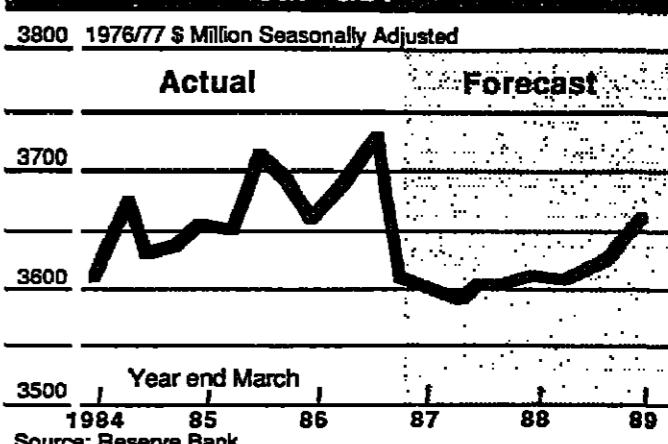
While the traditional Labour voters have willingly accepted the need for change, others feel the Government has betrayed its history of using egalitarian structures to protect the weak, whether they be individuals or industries.

Mr Douglas answers that only industries which can stand on their own feet can properly survive and compete. Individuals in need can only be helped by the state if the economy is strong enough to ensure rising incomes and profitability to generate the necessary rising tax revenues to pay for the welfare state.

So the outlook is for very tight monetary conditions to press inflation out of the system, high interest rates declining very gradually, and a large number of any Western economy, leaving other notable examples such as Britain standing both in terms of speed, breadth and impact.

However, Mr Roger Kerr, one of the architects of the "New Zealand model," who has since moved like many in Treasury colleagues to the liberalised and lucrative private sector, sounds a note of caution: "It is going well, but it is important that the Government and country do not get too carried away. New Zealand still has the highest OECD tariff and 30 per cent of the financial sector is owned by the state. We have come a long way, but there is far, far to

## Real GDP



go." And getting there involves clearing one hurdle, greater and trickier than inflation or debt, which all agree is critical, and most fear may be too much for a Labour party—even one as reconstructed as the present one—to get past the public and the trade unions: the labour market.

New Zealand looks nervously at Australia. Ultimately, the labour market proved too difficult for Mr Bob Hawke's Labour party to reform and the economic restructuring suffered badly as a result. The New Zealand administration knows that if you fall at the main hurdle you lose. What does not know yet is how to get over it.

Robin Pauley

## Trade relations

## Enthusiasm grows for Pacific ties

NEW ZEALAND, the principal victim in trade terms of Britain's entry into the European Common Market, is now the leading enthusiast for a regional common market in the Pacific area.

The closer economic relations (CER) treaty with Australia comes up for review in 1988 and one of the ideas for discussion is whether to widen the liberalisation of trade by cutting tariffs and quotas for some other countries.

"Canada is one country we have thought about. The US is another, and we are watching the US free trade agreement with Israel closely," said Mr David Caygill, Minister of Trade. "We have a trade agreement with the Pacific forum nations although that is more an agreement which allows the Island products into Australia and New Zealand rather than giving our goods unfettered entry to their markets which would probably not benefit their fragile economies."

"Asean countries would be another possibility although they still have economic barriers against each other so it is unlikely for now that they would enter free trade agreements with us," he added.

The CER and the countries mentioned by Mr Caygill should be for New Zealand has been forced to turn away from Europe in the search for markets. The country was once effectively Britain's South Pacific farm: in 1940 Britain alone took nearly 80 per cent of New Zealand's farm exports. In 1960 nearly half of New Zealand's total exports of all goods went to Britain. Today the figure is about 15 per cent, similar to the proportions taken by Japan, Australia and the US.

The CER has proved a great success for New Zealand and has enabled New Zealand and Australia, both of which were stiff with tariffs and internal trade protection systems on non-agricultural products, to free trade between each other as a prelude to moving towards freer and more openly competitive trade on a wider front.

A modest improvement in world farm commodity prices improved New Zealand's terms of trade by about 1 per cent and further improvements of just over 1 per cent in 1987-88 and just under 1 per cent in 1988-89 are forecast by the reserve bank.

New Zealand has made substantial if belated progress in compensating for the loss of its UK market and for the disadvantage which the European Economic Community's common agricultural policy imposes on agricultural exports. Australia, Japan and the US have all replaced Britain as New Zealand's main trading partners.

But Mr Mike Moore, the Overseas Trade Minister, has warned that unless trade barriers around the world—not just for agriculture—are dismantled soon everybody will suffer, but particularly the developing world.

The key, he said, is the General Agreement on Tariffs and Trade (GATT) round which needed to include and then solve the problem of agricultural subsidies.

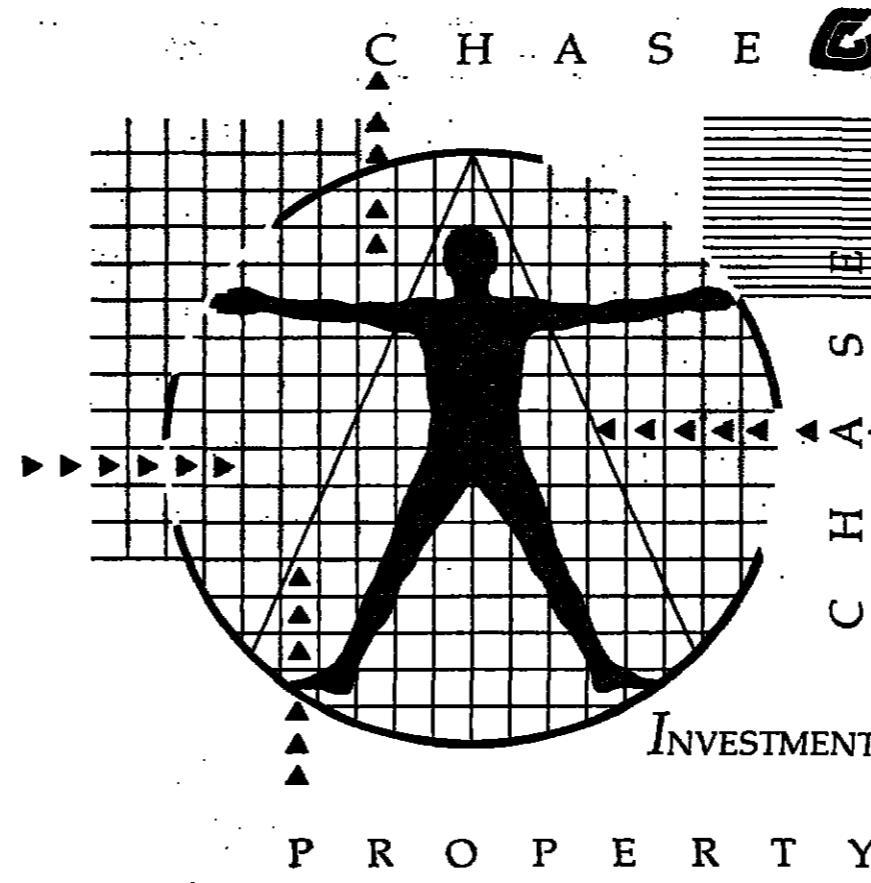
"If we do not get progress we'll start looking at other ways to get what we need to survive. We'll come up with our own arrangements to free trade and in pursuing our commercial interests we'll be prepared to consider all-comers. Without a successful GATT round we could be forced to look inwards and eastwards," said Mr Moore recently.

During this year, he said, it would become clear whether the latest GATT round was going to succeed or not. Let's hope our generation doesn't need a world conflict or great depression to allow us to lift our vision beyond national and electoral boundaries," he said.

The importance of the agreement to New Zealand is demonstrated by the fact that trade between the two countries in 1981 was 60-40 in Australia's favour. Now it is in balance, New Zealand's imports from Australia equalling exports.

However, CER is only one

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Robin Pauley

## NEW ZEALAND 4

## Taxation

## Seeking broad-based and simplified system

NEW ZEALAND is reforming its taxation structures at a remarkable rate and would like nothing better than to become known as one of the world's lowest and simplest tax regimes.

Since coming to office in 1984, the Labour Government has widened the tax base by more extensive indirect taxation, cut income tax, simplified and extended company tax, clamped down on evasion and avoidance and abolished a range of personal and corporate tax concessions and exemptions.

If the Government is re-elected there is much more to come over the next three years, all in the pursuit of tax purity. A full imputation system will be introduced next April and legislation against tax avoidance through tax havens will be extended.

If Arvor de Cleene, the Government's outspoken architect of tax reform, has his way there will also be capital gains tax, a single rate income tax perhaps incorporating a negative income tax system, and tax free threshold of earned income. But he concedes that he may be further ahead than his party and his bosses on such subjects.

"We are trying to make taxation fairer for everybody. We are not doing it piecemeal but in a radical and comprehensive way. Eventually, I would like New Zealand to have a single taxation rate for personal and corporate income tax and that would probably be around 30 per cent."

"This is not particularly dramatic as the average rate of personal income tax is already somewhere around that mark but getting people to understand average rather than marginal rates of income tax is about as difficult as anything you can imagine," he says.

The groundwork has been laid, however, by aligning the top rate of income tax, the company tax and the fringe benefits tax at the same rate of 48 per cent.

Mr Roger Douglas, the Finance Minister, started his tax reforms with his first Budget in 1984. Tax exemptions and rebates were abolished on life insurance premiums, local property taxes and, most controversially, the NZ\$1,000 tax relief on mortgage interest for first time home buyers was abolished.

"That was the only mortgage concession we had. But it only gets capitalised and feeds straight through into house prices. We have knocked it out and we are not under any circumstances going to have it back," says de Cleene.

The Government opted to levy the 48 per cent tax on the value of fringe benefits on employers rather than employees to try to encourage them to pay cash wages rather than give cars and subsidised loans.

In the most radical reforms took place last October after two years of planning and preparation. The top rate of income tax was cut from 66 per cent to 48 per cent.

It starts to bite at NZ\$30,000 compared with NZ\$38,000 for the old top rate. The bottom rate of tax was cut from 20 per cent to 15 per cent. The three intermediate tax rates were abolished and replaced by a 30 per cent rate on all income above NZ\$9,500, and a rate of NZ\$20,000 a year. There is virtually no tax threshold and personal and family exemptions have been abolished to purify the system.

Part of New Zealand's improved revenue base is due to the closing of the myriad tax loopholes. More is to come with a review later this year of the concessionary tax regimes applying to petroleum mining and, later, mineral mining.

"We are getting everybody into a fair tax system. The fact that revenues are proving higher than expected may indicate both that the loopholes are closing and that our system is perceived as fair rather than penal people and business who have been honest and pay up their dues," said Mr de Cleene.

Without saying so, the Government has set off along the road towards full integration of taxation and benefits systems.

The Government used the higher benefits to deflect criticism that the other prong of its tax attack—the new Goods and Services Tax—was regressive in its impact. The flat rate 10 per cent indirect tax is one of the purest and broadest value added taxes of its kind in the world.

Traditional arguments for exemptions on items such as food, items of information and learning (books and newspaper), children's clothing were

all resisted in a display of deft political footwork. In New Zealand, only residential rents, second hand goods including homes and cars, exports, financial services and charity sales plus some business input costs are exempt.

Last month's budget statement shows the results. In the first six months of operation the GST revenue was NZ\$1.2bn and the estimate for the full 1987-88 financial year is NZ\$4.1bn, while the previous sales tax levied at different rates on items costing about a quarter of household expenditure produced only NZ\$1.5bn in 1986-87, the last full year of its existence.

Only by introducing such a sweeping indirect tax could the government make big cuts in direct tax and expand its revenue base. This is exactly what Mr Paul Keating, the Australian treasurer, wanted to do with his much vaunted consumption tax. But his plan had been beaten in the race of widespread political union and public objections, leaving the Australians unable to square the circle on tax cuts and revenue requirements.

Mr de Cleene adds. For that reason, double taxation of company income will end when a full imputation system is introduced next year.

Currently companies pay 48 per cent tax on their profits and then shareholders are taxed on their dividends at their personal tax rates which can also be as high as 48 per cent. Apart from the implied high level of taxation on profitability, the system acts as an incentive for companies to invest in home mortgages or bank deposits where tax is paid only once and tax free capital gains are possible.

From next April, the full imputation system will make

shareholders profits in companies taxable only once.

The tax measures taken by the Government and those still to come are intended to a need to broaden the tax base and ensure minimum revenue leakage together with a belief in supply-side regeneration of the economy.

Mr de Cleene defends his approach rigorously: "This might look odd coming from a Labour government but it just shows the middle classes have arrived in this party and popular capitalism has finally reached New Zealand. There are 50 per cent more share-



holders than when we came to government and at least a quarter of the population now has shares. We must ensure there are equal opportunities and incentives for everyone to become well off."

"I am the only member of this government who went barefoot as a child and I don't intend to do it again. I am a tax barrister and when we've got this tax system all sorted out I may go off back to the bar to earn some real money—which I'll be able to keep," Mr de Cleene adds.

Robin Pauley

## Labour relations

## A difficult time for the unions

"How does a self-confessed Communist leader of a country's trade union movement come to be acquiescing to one of the world's most radical experiments in free market economics?" says Business Roundtable, an organisation of chief executives of leading New Zealand companies.

These complaints are about the Labour Relations Act 1987. They focus principally on the Government's decision not to withdraw official intervention from the labour market but to modify it.

Business Roundtable summed up its objections to the Act thus: "It retains all the central features that are alien to most contemporary regimes (other than Australia): compulsory union membership; highly restrictive mechanisms for modifying craft-based union structures; imposed conciliation; predominantly award bargaining; and a major role for arbitration tribunals."

Critics of the act from the other side, however, argue that many of Labour's traditional rights have been cut away. The new rule that every worker should be covered by only one award or agreement is a major change, eliminating leap-frogging between national, sector and individual company pay awards.

The Government hopes that most workers will now settle with their own employers, making pay more responsive to company conditions and individual needs relevant to an increasingly small and so less powerful segment of the working population.

Employers argue that continuing national awards and centralised arbitration and conciliation together with the inability of workers to opt not to join a union, leaves the market as rigid and inflexible as ever.

Union leaders counter that the new single-award rule will leave weak and poorly paid rural workers in an even worse position, with little hope of strike support from stronger groups which will have settled outside a national award in which they will no longer have any interest.

The new law also requires every union to have at least 1,000 members. This is an attempt to reduce the multitude of small craft unions and their scope for industrial action in

Continued on page 5

shareholders profits in companies taxable only once.

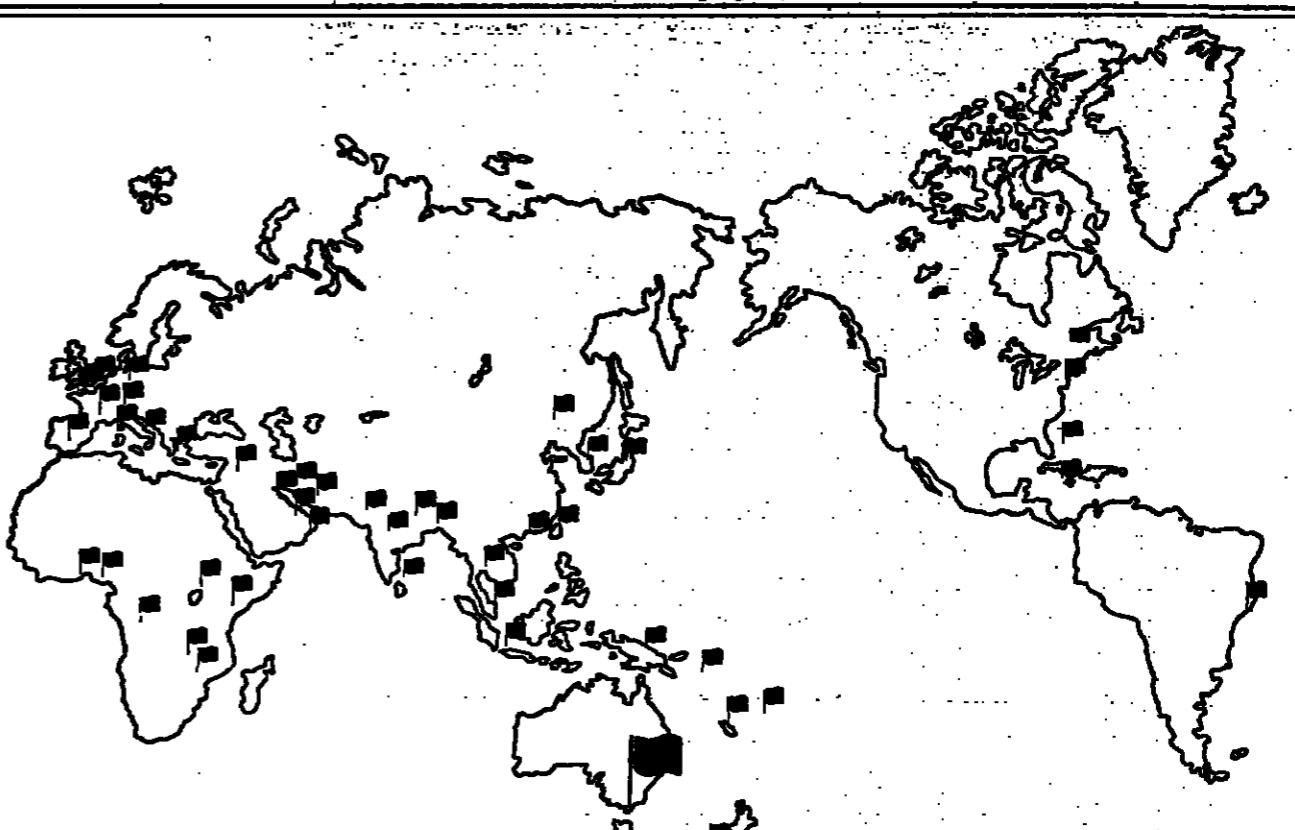
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Robin Pauley



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## Restructuring industry

## Rolling back the frontiers of the state

A PRINCIPLE objective of the Labour Government's economic programme has been to roll back the frontiers of state involvement in industry and commerce. Deregulation of financial services and the removal of trade barriers, which had impeded private sector development and acted like a dead hand on private enterprise and efficiency, has been matched by a similar assault on the public sector.

For political and commercial reasons the government has decided not to float state enterprises on the stock market, as has been done in Britain.

To have done so would have created further strains with trade union leaders and traditional Labour supporters who have been rocked at the speed at which their party has moved to commercialise the management of state-owned industry.

Many of these industries, plagued by years of overmanning, inefficiency, waste and heavy accumulated losses, were in no shape to be sold to private investors, although many observers believe this will be the next step.

So far, the government has restricted its endeavours to three main areas.

• Converting the trading arms of government departments into nine new state-owned corporations which will be run on strict business lines and will be expected to make a profit.

• A "user pays" policy has been introduced under which government departments and the public will be expected to pay for services which have traditionally been provided free of charge such as farm inspections.

• Existing state-owned corporations have been allowed to raise private capital by selling shares to private investors. The state-owned Bank of New Zealand recently raised around NZ\$175m through the sale of a 12.9 per cent stake to private investors. The pace of change has caused serious teething problems among some of the new commercially oriented state-owned enterprises.

Management structures and information systems and profit centres, non-existent under former state control, have had to be rapidly introduced. Job shedding has been carried out at a furious pace in areas like forestry and coal mining.

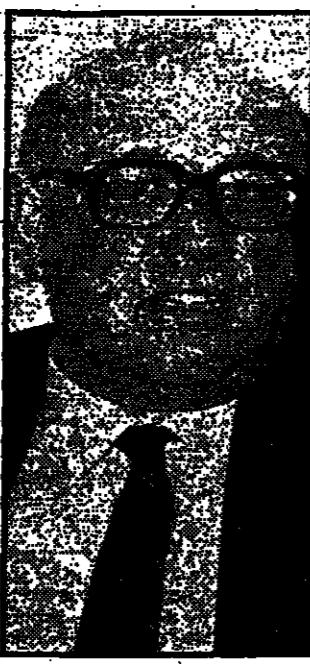
Crucially, the valuations, financing structures, and liabilities which will be imposed on the balance sheets of the new corporations had still to be agreed, in most cases, at end of June.

Negotiations with trade unions over union recognition and pay structures have also still to be resolved in some areas.

The nine new state-owned enterprises, or SOEs, were officially established on April 1, less than a year after Mr Roger Douglas, Finance Minister, announced the details of the biggest shake-up in the history of New Zealand's public services. The nine are:

• Airways Corporation: operating the national air traffic control centres and rescue and fire services at major airports.

• Coal Corporation: produces around 70 per cent of the country's coal from more than a dozen mines. As a result of commercialisation the corporation's overmanning has been



• Left: Mr Stan Rogan, Labour Minister. The Government regards a shake-out of labour as inevitable if the economy is to be restructured.

• Right: Auckland Harbour and container terminal.

businesses paying a dividend to shareholders.

Following last month's budget they will be allowed to raise private capital by issuing up to 20 per cent of their equity in non-voting shares to private sector investors.

If government as the sole shareholder with voting rights wished to impose political or social objectives on the new commercially run corporations it will have to pay for the services.

In the case of New Zealand Post government has agreed to pay a subsidy this year of between NZ\$35m and NZ\$40m to manager 600 rural and suburban post office branches which the corporation had wished to close or reduce to agency status.

The benefits of "corporatisation" are already beginning to show through, according to government.

Mr Roger Douglas in last month's budget announced that the Property Services Corporation had reduced its overheads by NZ\$1.2m in just the first few months of operation. It had also identified four prime central city sites with a market value of around NZ\$35m which were providing no return at all.

Forestry Corporation, which has inherited an annual deficit of around NZ\$70m, expects to run a surplus of NZ\$30m this year, said Mr Douglas.

• Electricity Corporation: generates and sells electricity to the supply authorities from a combination of hydro-electric, geo-thermal and coal and natural gas power stations. It is also expected to significantly cut its workforce. It also expects to have to compete with private sector electricity suppliers as government deregulates the electricity industry.

• Landcorp: manages crown pastoral leases on behalf of the Land Department.

• New Zealand Post: one of three arms of the former Post Office which have been turned into SOEs. It already faces stiff competition in areas like courier services, parcel post and unaddressed mail. Its labour force has been reduced by 800 from around 12,000 by a programme of non-replacement.

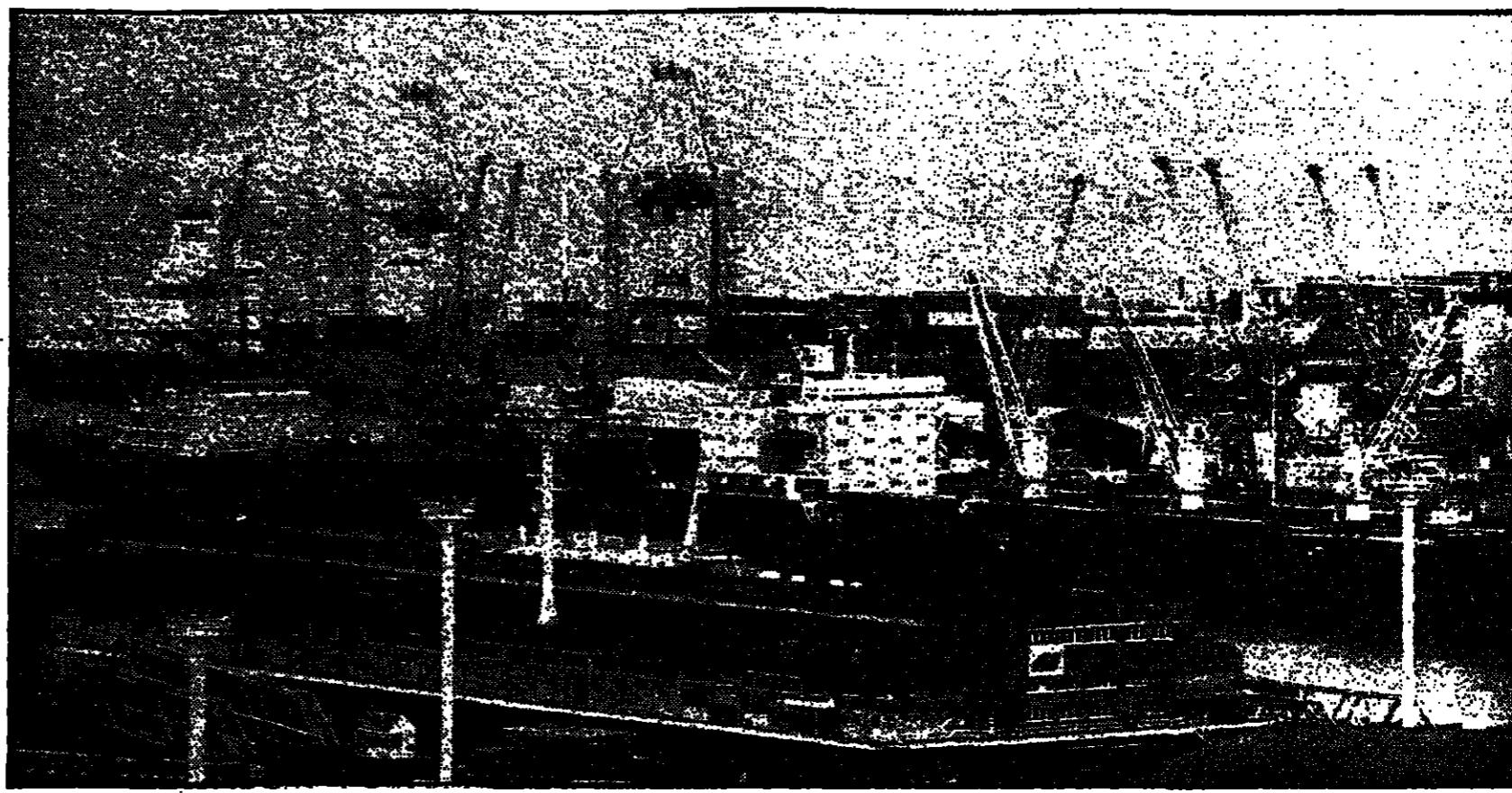
A further 1,200 jobs are expected to go by April next year.

• Post Office Bank: the banking arm of the former Post Office. The government had to put in NZ\$175m to top up the bank's assets which before it was "corporatised" were less than its liabilities.

• Telecom Corporation: For many years profits from telecom have been subsidising the postal services. Local calls have also been free. It will now be expected to develop a more realistic pricing structure reflecting the true cost of services.

The SOEs, will for the time being remain under government control but will be expected to be run as

Andrew Taylor



attacked and the workforce halved from around 1,600 to around 800.

• Forestry Corporation: this controls more than half a million hectares of forest. In the past tree planting has often been uneconomic and determined by political and social objectives to maintain local employment. The corporation's labour force has been cut by two-thirds as a result of voluntary redundancy and transfers to other areas.

• Government Property Services: this organisation will manage state office buildings which will be free to all or rent to the private sector as well as government departments.

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## Row over labour issues

Continued from page 4

demarcation disputes out of proportion to their size. Union leaders say this is an oppression of union rights.

Mr Stan Rogan, Labour Minister, agrees with the OECD assessment of the changes as "an inevitable compromise between conflicting interests, which will not fully satisfy either of the parties directly concerned."

The Labour government's aim is that labour relations should become more permissive and less restrictive, with legislation playing a diminished role. It also wants to change attitudes so that both pay and worker behaviour reflect "economic realities. In 1970, New Zealand had the least strike-prone workforce in the OECD area. In 1985, it was one of the three worst."

The government also wants a more decentralised and flexible pay-fixing system for the state sector. Annual general pay agreements and automatic increments will be abolished, performance-related incentives introduced, and market salaries offered where necessary to attract high quality employees to state sectors short of expertise.

Both unions and employers do agree that the restructuring of the economy will lead to higher unemployment, at least in the short term, and the government admits that a freer labour market and real wage reductions would take time to bring the jobless level back down again.

Last month's budget figures contain an implied rise of 3.7 per cent in the cost of unemployment benefit during the 1987-88

financial year. This translates into a 23 per cent rise in the number of jobless which will take the number of registered unemployed soaring past the politically sensitive 100,000 mark.

This would give an unemployment rate of over 8 per cent, low by some international comparisons but unprecedented for New Zealand and nearly double the rate when Labour took office in a country which traditionally had a high rate of full employment.

Within these figures are very high jobless rates in the rural sectors, among youth and, particularly, among the Maori population.

The government regards such a severe shake-out of labour as essential if the economy is to be restructured. To encourage restructuring the new industries and new skills training of job training and skill areas.

Programmes have been set up and to encourage labour mobility.

The government will pay NZ\$21,000 to someone who wants to look in another region for work and NZ\$21,000 towards the cost of moving there if a job is found.

To Ken Douglas and the Federation of Labour "this is all Alice in Wonderland stuff." He argues that New Zealand workers have always been highly mobile and that in some senses the mobility needs to be stopped. People continue to move from the rural areas and particularly from the sparsely populated South Island to the North Island, especially Auckland, where unemployment is low, living standards high and the weather warm.

"The South Island has always

had low wage rates. That hasn't kept industry there and it doesn't attract industry because other factors are more important—availability of commodities, transport costs. The government is killing the South Island through its free market approach by not providing incentives and subsidies," says Mr Douglas.

Nevertheless the Federation of Labour is not mounting a campaign of disruption against the government, particularly not shortly before the election.

"We will go with it, partly we have no choice at the moment. But there is a limit. We shall part company with them if they fail to carry through their promises on social policy—to contain and reduce unemployment and improve conditions for the old, poor and sick."

Mr Douglas does not believe the government can stick to its free market and labour policies, avoid social division and tension, and deliver its social commitments to its traditional supporters. Many business leaders doubt whether the country's economy can be restored to health unless a much more rigorous approach to freeing up the labour market is adopted, even if the pain and unemployment levels have to become much worse.

Both sides coincidentally

repeatedly use the same phrase,

each meaning something

entirely opposite: "The labour market is the Government's Achilles' heel." It will be a while before either side will be able to claim that the strategy is hobbling with a permanent and disabling limp to the left or to the right.

Robin Pauley

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## NEW ZEALAND 6

## Banking

## Services expand in freewheeling new climate

THE PLUSH offices, the rows of expensive terminals, the poaching by "merchant" institutions of experienced staff and the inflated salaries, say it all. New Zealand has joined the international banking community.

In just three years, the New Zealand banking sector has undergone a dramatic transformation.

It has moved from having one of the most regulated financial sectors outside communist countries, into a free-wheeling, internationally orientated business centre.

virtually all direct controls over the operations of financial institutions have been removed as the Lange government has introduced sweeping economic reforms.

As a result, New Zealand has one of the least regulated financial service sectors of any western nation.

The number of New Zealand and foreign-owner financial institutions, and the range of services they provide, has grown dramatically as existing houses and new players, have sought to take advantage of the new freedoms.

Nine financial institutions—including Banque Indosuez, Barclays, Wardley, which is owned by Hong Kong and Shanghai Bank, National Australia, Canadian Imperial Bank of Commerce and Citicorp—have applied to the New Zealand Reserve Bank to become authorised trading banks.

Previously the four trading banks were restricted to the state owned Bank of New Zealand and ANZ Banking Group, 75 per cent owned by Australia and New Zealand Banking Group and National Bank of New Zealand, a wholly-owned subsidiary of Lloyds Bank and Westpac which operates as a branch of the Australian Bank.

Many financial institutions are casting a wary glance across the Tasman Sea to Australia where deregulation of financial markets has led to a serious over-supply of banking services and badly hit margins and profitability of banking institutions.

New Zealanders, while expecting margins to tighten further over the next 18 months, do not expect problems to be as serious here, as in Australia.

This partly because of the way in which the New Zealand government has opened up the market to foreign competition and partly to the natural caution of banks expanding in a small country with a limited number of customers and a population of only 3m.

New Zealand, unlike Australia, has placed no time limit and no restrictions on the number of financial institutions which can apply for trading bank status.

Many banks believe that that time limit and restrictions on numbers imposed by the

Australian authorities forced banks to offer a greater range of services and apply for trading bank licences before they had fully studied the scope of market.

By comparison only two institutions of these currently applying to become trading banks in New Zealand have said they intend to go into retail banking. Most like Indosuez, which has grown rapidly since it established here in 1981, expect to continue to operate in the corporate banking market and the bank will be rushing to change the scope and style of their operation.

The pace of change brought about by deregulation has been breathtaking by any standards.

Since July 1984, almost 50 years of interest rate and credit controls have been removed, exchange rate controls abolished and the New Zealand dollar floated.

Recent asset ratios which required financial institutions to invest a certain proportion of their funds in government stocks have been abolished.

In place of this regulatory framework the Reserve Bank has introduced a policy of prudential supervision with a minimum of formal controls.

Companies which previously had been restricted to raising finance from term loans, overdraft and a limited domestic commercial bills market have rushed to take advantage of the new freedoms.

The biggest impact has been felt in foreign exchange markets where the scrapping of government controls and the floating of the Kiwi dollar has opened the door to a whole range of sophisticated international financing devices commonplace in other countries.

Fay Richwhite, a privately-owned New Zealand merchant bank, was involved some of the first international securities issues to be made by New Zealand corporations on the Euro-bond market.

More recently, says Fay Richwhite, international corporations like Prudential of the US, Bank of Nova Scotia, Olivetti and Fiat have been issuing Kiwi dollar denominated securities—using the leverage of high New Zealand interest rates to take advantage of the bond swap market and negotiate cheaper financing.

Opportunities for currency and interest rate swaps and currency hedges have been taken by New Zealand companies as financial institutions have become more sophisticated and innovative in the products they offer.



Mr Roger Douglas, the New Zealand Finance Minister, the budget surplus has impressed the financial community

A foreign exchange dealer, three years ago, would typically have been employed by a bank and probably have been a junior officer around 25 years old and earning around NZ\$20,000 a year in salary and fringe benefits.

The removal of interest rate and other credit restrictions, similarly, has allowed short term money markets to develop as controls, such as the 14 day rule which previously held trading deposits held for less than 30 days—have been swept away.

"It is rather as though the door of the sweetie shop had suddenly been flung open," says Bill Birnie, an executive director of Fay Richwhite.

"Corporations which had been unable to earn interest on short term deposits suddenly have had to develop treasury operations and become more sophisticated in their financial management."

A recent survey of New Zealand banking results during 1986, carried out by accountants Pest Marwick Mitchell, showed that merchant banks, which have been at the forefront of the development of capital markets, increased net profits on average by 93 per cent over the previous year. Total assets on average increased by 32 per cent.

By comparison operating profits, after tax, of retail banking activities rose on average by

12.4 per cent. The rapid growth in banking services has produced strains. The need that experienced staff are in short supply. Poaching of staff is common place among institutions.

Competition between banks has increased as operations have expanded and new players have come into the market.

Mr Graeme Pentecost, a senior chief manager of Bank of New Zealand, the country's biggest trading bank, says he would expect margins in New Zealand to tighten further as competition increases and the rapid growth in domestic demand for corporate banking services at the market's present level.

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## Deregulation

## Self-discipline the watchword

NEW ZEALAND has moved further, and faster, than most countries to remove formal controls over the activities of its financial institutions.

It has stripped away a host of regulations commonly used by government to control the risk exposure and capital market activities of banks and financial institutions.

The New Zealand Reserve Bank, for example, no longer has the power to insist that institutions satisfy a range of arbitrarily imposed financial ratios.

The abolition of reserve asset ratios is perhaps the most revolutionary change to be introduced by the Labour Government. In their place the reserve bank has introduced a new policy of "prudential supervision" which will allow it to examine the structure and performance of each institution

individually, before setting appropriate standards.

The aim, it says, is to move away from a rigid system of formal controls to a more flexible, and less clumsy, procedure by which operations and risk exposure can be assessed separately. The bank will expect its advice to be heeded but will intervene only as a last resort if it considers an institution to be at risk.

Details of how the new system will operate were set out in a consultative paper published by the reserve bank last September. It stated: "The bank does not intend to apply statutory ratios or limits for the various prudential dimensions such as capital adequacy, liquidity or asset quality. Such an approach is seen as having a great potential cost. It is of maximum benefit and is consistent with the Government's broad policy

## Calendar of deregulation

July 18, 1984

\* New Zealand dollar devalued by 20 per cent.

\* Removal of controls on lending and deposit interest rate controls introduced by the previous National Government, in 1981 and 1982 as part of a range of price stabilisation measures.

\* Public securities ratio applied to finance companies removed.

July 24, 1984

\* Reserve Bank discount margins doubled across all maturities.

August 15, 1984

\* Access to Reserve Bank discount window and to Bank's portfolio of short dated securities opened to all persons.

August 30, 1984

\* Removal of 30 day rule preventing payment of interest on trading bank deposits of less than 30 days.

\* Ending of restrictions limiting interest on ordinary savings accounts to a maximum of 10 per cent.

\* Establishment of reserve Bank discount window for stock of more than six months to maturity.

\* Exchange controls relaxed.

January 29, 1985

\* Weekly Treasury Bills tendering commenced.

February 7, 1985

\* Compulsory ratios on financial institutions abolished.

March 4, 1985

\* Exchange rate floated.

## The Stock Market

## Slithering index rejoins the pack

IF IT took popular will to keep a stock market up, New Zealand's would still be sky high. As it is, the market has fallen back to cloud level. There is plenty of unhappiness at the reversal, but considerable relief at the absence of a crash.

The widely-watched Barclays share index, covering 40 leading stocks, reached its all-time high on November 10 last year of 3,912.63, more than double the low point of 1,873.56.

Though it then came off the top, the index by the Christmas break was still 90 per cent above the level of 12 months earlier.

The market this year has been rather different, and outperformed the world's major sharemarkets in 1986. The New Zealand market has moved out of step with them—or, more accurately, rejoined the pack.

The index slithered sharply in the second half of January and continued to fall in February to 3,050 level. After tracking sideways in March and April, the market once more gave way to weakness. The 3,000 barrier was breached, and on May 18 the index again plunged, to 2,813.68—by last month, still the year's low point.

Even the barest market statistics convey an idea of the frenetic pace at which the events have unfolded. Market capitalisation of listed companies at the end of December 1986 was NZ\$42.4bn, compared with NZ\$17.6bn at the end of 1985.

In the year to March, new issues of equities listed on the exchange amounted to NZ\$2.4bn, compared with NZ\$7.92m in the previous year. Fifty companies listed their ordinary shares for the first time, bringing the total to 273.

By the end of 1986, few people doubted that a reversal was overdue. New Zealand's inflationary environment and lack of capital gains tax had encouraged widespread speculation. By any measure, the market had become overpriced, while large amounts of cash were being demanded through new floats and other calls.

It was therefore highly vulnerable to a fall, if not a crash. Not only were price-earnings ratios high by New Zealand (if not world) standards. The earnings reported by "entrepreneurial" investment the property companies, which dominate the market, were also clearly being boosted by favourable accounting techniques.

More controversially, the absence of a law making insider trading a criminal offence was felt to have reinforced the trend. The stock exchange and local brokers do not believe this to be a serious problem, but action on this and on the wider questions of creative accounting and takeover law is now being considered by the Securities Commission.

With the market's decline, many of the "entrepreneurial" companies have taken a pounding. So have most of the smaller speculative players in the market who were forced by margin calls from their bankers to unwind their over-gearred positions, a process which fuelled the fall.

On a longer-term perspective, the fall still looks like a minor correction. New Zealand's spectacular bull market dates back to 1978, with the most significant pause in the steep upturn occurring in 1982, when the market lost about 20 per cent.

But analysis of the 1987 reversal has become confusing. When the daily index recently slipped below both the 50-day and 200-

day moving averages, chartists began talking about new support points of 2,740 or even 2,400 on the Barclays index. The question inevitably arose whether the market was experiencing a major correction or the onset of a genuine bear market.

The optimist pointed to the

fundamentals, saying that while

the outlook for economic growth was not good, for corporate earnings it was more positive. In

particular, they said prospective price-earnings ratios had fallen to a seductive level of 7.3 for major industrial companies and 8.9 for established entrepreneurial companies like

Briscoes, Investment or Chase

Corporation.

Over a period of some three weeks before and after last month's budget, the share market staged a minor rally, suggesting some sympathy for this viewpoint. Brokers explained that local investors seemed to have been over-bearish (as they had earlier been over-bullish) while offshore investors had found some bargains in selected international New Zealand stocks.

With attention by this time

focusing on the looming general election, due in September and likely to be held in August, the market was beginning to look increasingly

would have to acquire the necessary scrip on-market, at a premium of 20 per cent on current market price on the first day rising to 50 per cent on the fourth day. The new rules have also lower now than they were last year, and this too has improved matters.

A second problem to emerge

is related to the overtrading

being run by New Zealand brokers. Only one broker, a small firm of Dunedin, has adopted a more sensible approach.

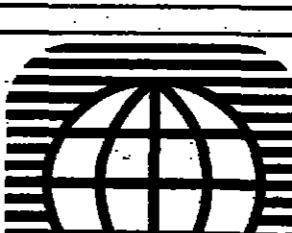
The Stock Exchange was able to stand behind it, and its creditor bank put in an accounting firm to manage the business.

The Exchange has increased

its fiduciary fund and said it will encourage and enforce better financial ratios through its own inspection system. But there is still some doubt about undercapitalised broking firms which are earning less in fees and commissioning this year.

The Exchange's new Kismet computerised trading system is meanwhile designed to automate the work involved in buying and selling securities. It is not fully operational yet, but when it is it will allow screen-assisted and screen-based trading, and could ultimately support full scripless trading.

Chris Sherwell



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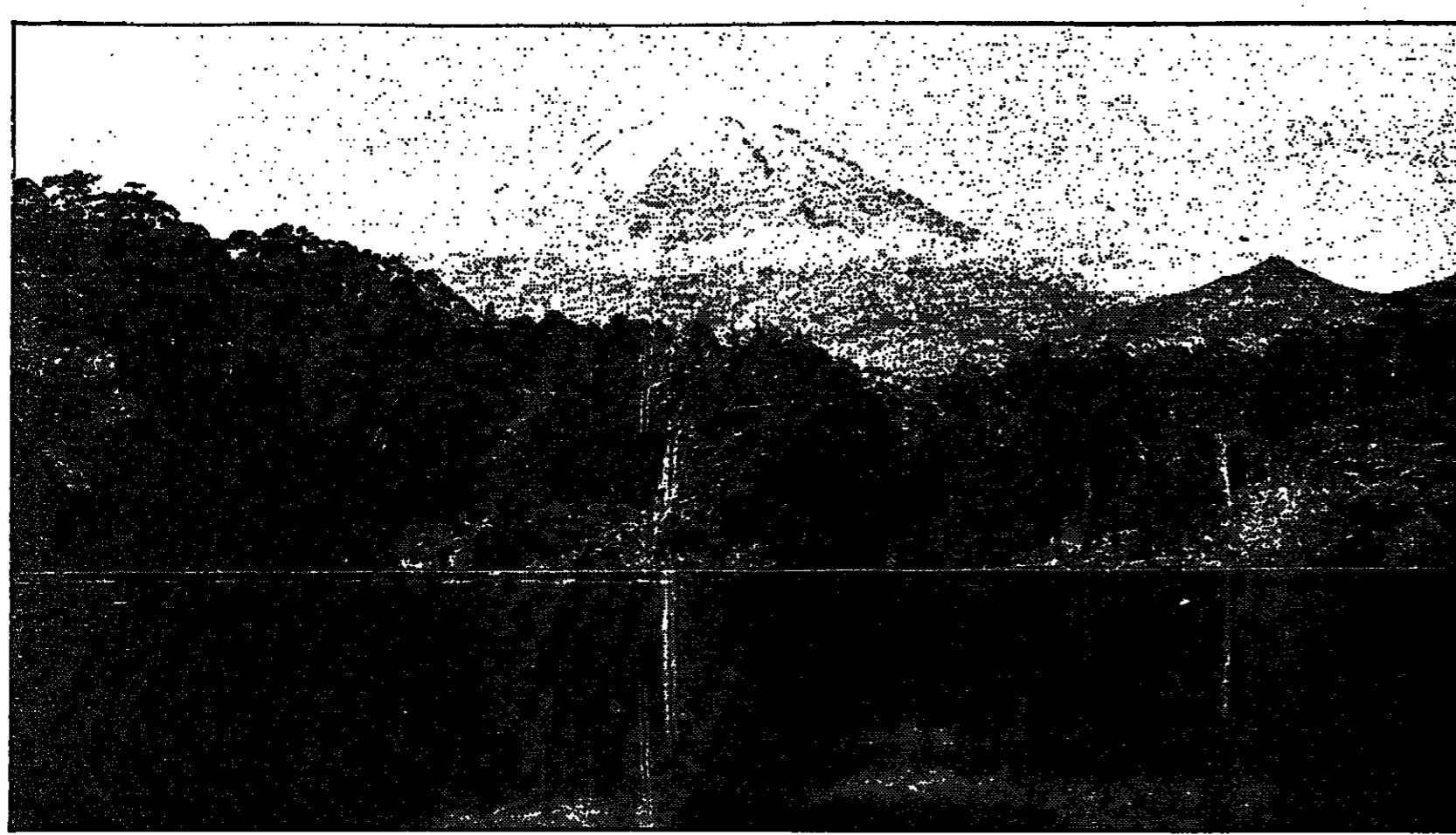
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## NEW ZEALAND 8



Mount Egmont, viewed from across the beautiful Lake Mangamahoe

## Tourism development

## The blessing and curse of geography

IT TAKES about two and a half hours to drive the 1963 six cylinder Chrysler Valiant from Auckland to Matarangi beach, a 6-mile strip of golden sand on the Coromandel Peninsula on New Zealand's east coast.

Our destination had been a cluster of holiday homes at the southern end of the beach. The development is still expanding but by European standards appears semi-deserted.

The nearest shop, selling everything from fresh milks to petrol, is at Kuaotunu, a four-mile drive away over a dirt-track road, known as Black Jack Road.

From the picture window that covers virtually one wall of our batch—as they call them here—we can watch the Pacific rollers crashing down about 40 yards away onto the level sand.

Behind the house the coast rears up, the steep slopes densely covered in bush and scrub broken by bare volcanic plugs at the summit.

New Zealanders will tell you how the Coromandel peninsula was decimated by the loggers and the gold miners who wrecked the land's riches last century.

But the scars have healed as new vegetation has sprung up in

a frost-free climate in which everything seems to grow at breakneck speed. To our eyes the land looks wild and unspoilt.

If you love the great outdoors, New Zealand is a magnificent place in which to holiday. I married one of the country's daughters and have been to New Zealand three times in the last seven years—as many times as my FT salary will stretch to meeting the high cost of the air fares.

I have been sailing in the warm crystal clear Pacific waters in the Bay of Islands; visited the sulphurous volcanic springs at Rotorua; helped with foot rotting (a foot manucure for sheep) on a small sheep station in the Bay of Islands area; and climbed the snow-capped southern Alps around Queenstown on South Island where some of the best skiing is to be had in winter.

Only the cost of flying has prevented more visits. It added up to almost £230 to fly my wife and myself, our 3½ year old son and six month old daughter from London to Auckland in January 1986.

New Zealand's blessing and its curse is its geography. It has wonderfully warm, benign sun-

weather, a rich and varied topography, and a small, generally hearted population.

It is also miles away from anywhere, situated on the backside of the world, over 1,000 miles from Australia, its nearest tourist market—roughly the same distance as between London and Moscow.

To fly from Los Angeles to Auckland takes around 19 hours and from northern Europe just over 30 hours, stopping only to refuel and change air crews. Being couped up in a 747 with the more manic members of the family for such a long time can be pretty unbearable, even setting aside the cost of the flying. Marriages have founded on less.

Hence, New Zealand, despite its many attractions, is making to develop international quality hotels and promote and advertise its wares around the world is unlikely ever to become a mass tourist market.

Tourism is New Zealand's fourth biggest earner of foreign exchange behind meat, dairy and manufacturing.

Since 1982 the number of visitors arriving annually in New Zealand has risen by more than 60 per cent. Last year more than

700,000 visitors visited the country and by 1990 this number is expected to have reached 1m.

Until 10 years ago Australian visitors dominated the industry providing between 55 and 60 per cent of all arrivals in New Zealand. But the proportion has fallen steadily in recent years as visitors from other destinations have increased steadily—notably from North American and more recently from Japan and other Far East countries, like Singapore and Taiwan.

In the year ending March 31, 1987, the proportion from Australia was down to around 35 per cent of all visitors to New Zealand.

In the holiday market, it has just been outstripped by the US which last year provided 28.3 per cent of all holiday arrivals compared with 28 per cent from Australia.

Mr Les Probert, marketing manager of Thomas Cook's New Zealand operations, one of the largest international tour operators in New Zealand, says that international press coverage of events such as the nuclear defence issue and the sinking of the Rainbow Warrior have made people more aware of the existence of New Zealand.

Many Americans who were turned off travelling to Europe several years ago because of the threat of terrorism have turned to New Zealand as an alternative, more peaceful, less threatening, holiday location," he says.

Australia and the US may be New Zealand's biggest tourist markets but the Far East represents the fastest growing sector. Most hotels and many shops in Auckland, Wellington, Queen-

town, Rotorua and the Bay of Islands carry signs in Japanese.

Japan is New Zealand's third biggest source of tourists. Last year it accounted for 12.7 per cent of all holiday arrivals—an increase of 27.8 per cent over the previous 12 months. But the biggest increase in holiday arrivals was produced by Singapore which produced an 81 per cent increase in its number of visitors last year. Singapore accounts for around 2 per cent of all holiday visitors to New Zealand.

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In the holiday market, it has just been outstripped by the US which last year provided 28.3 per cent of all holiday arrivals compared with 28 per cent from Australia.

Despite these reservations, there is no sign of development activity slackening. Office lettings remain very strong and developers are experiencing no problems in finding tenants to fill their buildings.

Demand for top quality premises has rocketed, as banks and financial services companies, in particular, have rushed to take advantage of their new-found freedom.

Employers, confronted with corporate image—and the need to keep scarce skilled financial staff happy—have upgraded their space requirements and are demanding bigger and better offices as business activity has increased.

Developers have been unable to keep pace with demand and rents have risen dramatically. In the central business districts of Auckland and Wellington prime office rents between 1983 and 1986 jumped from NZ\$140 a square metre to NZ\$200 a square metre.

Retail and industrial property by comparison with the office sector have been less exciting and more fragmented market—although good growth has been achieved in some areas.

Andrew Taylor

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## Property market

## Freer climate triggers office construction boom

HIGH ABOVE the shiny new office towers, the great cranes continue to lift and strain as yet more concrete and glass starts to heave out of the ground to threaten the space of neighbouring buildings.

New Zealand's two premier cities of Wellington and Auckland are experiencing an unprecedented construction boom as land values and office rents have spiralled in the new free-wheeling commercial climate of this country.

Private businesses, which for years were impeded by government controls and restrictions, have suddenly been freed to flourish as financial markets have been deregulated and other controls have been swept away by the Labour government.

The commercial property market, like many other areas of industry and commerce in New Zealand, has been transformed in the last three years.

The increase in need for office space has been staggering. Around 1m sq ft of new office space is expected to come on to the market in Auckland alone this year compared with an average of only 250,000 sq ft a year between 1973 and 1983.

A host of new property companies, such as Mainstay and General Properties, have been started, while traditional developers like Mainstay and Chase have dramatically expanded their commercial property operations and in some cases floated new companies on the stock exchange.

Small fortunes have been made by commercial property developers, investors, entrepreneurs and almost anybody associated with the building industry.

Worries about a softening of property values and the possibility of too many buildings chasing too few tenants on the next generation of office buildings, have also come into the market to get on the back of the office development boom.

Small fortunes have been made by commercial property developers, investors, entrepreneurs and almost anybody associated with the building industry.

It was the fear that by the end of the decade office supply will be running ahead of demand that in part prompted the recent shake-out in property share prices.

Butle Wilson, the New Zealand stockbroker and investment bank, says that by the end of last month the Barcshare index, recording share price movements of New Zealand's 50 largest companies, had fallen by around 23 per cent since November 1986.

Despite these reservations, there is no sign of development activity slackening. Office lettings remain very strong and developers are experiencing no problems in finding tenants to fill their buildings.

Demand for top quality premises has rocketed, as banks and financial services companies, in particular, have rushed to take advantage of their new-found freedom.

Employers, confronted with corporate image—and the need to keep scarce skilled financial staff happy—have upgraded their space requirements and are demanding bigger and better offices as business activity has increased.

Developers have been unable to keep pace with demand and rents have risen dramatically. In the central business districts of Auckland and Wellington prime office rents between 1983 and 1986 jumped from NZ\$140 a square metre to NZ\$200 a square metre.

Retail and industrial property by comparison with the office sector have been less exciting and more fragmented market—although good growth has been achieved in some areas.

In Auckland industrial and fringe commercial properties have, for example, seen exceptionally strong growth in suburbs like Takapuna and Manurewa.

The Christchurch office market on the South Island has also seen an increase in development activity and property values, but on a smaller scale than that in Auckland and Wellington, where the country's wealth and political power is concentrated.

Some analysts, however, are beginning to worry whether the Auckland and Wellington office markets are in danger of becoming overheated and whether the bubble is about to burst.

By 1989 a string of new office developments, under construction or planned, should have been completed in Auckland and Wellington. Many observers believe this could be a key year for the rental market.

Rental trends traditionally run two years ahead of the building market, as determined by buildings opening now, for which deals were struck some time ago. Developments which set market rents are those due to be completed several years ahead for which agreements with tenants have still to be reached.

In Auckland and Wellington much of the office space now under construction, or planned for completion by 1988, is fully let.

Worries about a softening of property values and the possibility of too many buildings chasing too few tenants on the next generation of office buildings, have also come into the market to get on the back of the office development boom.

New players like Rainbow Corporation, the investment and leisure group, and Kupu the oil exploration group, have also come into the market to get on the back of the office development boom.

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By comparison, the drop in the price of property company related shares has been much steeper.

Chase Corporation shares, for example, have fallen by about 60 per cent since November. Rainbow Properties shares have fallen by about 80 per cent. Mainstay and Wellesley, by about 50 per cent and Landmark

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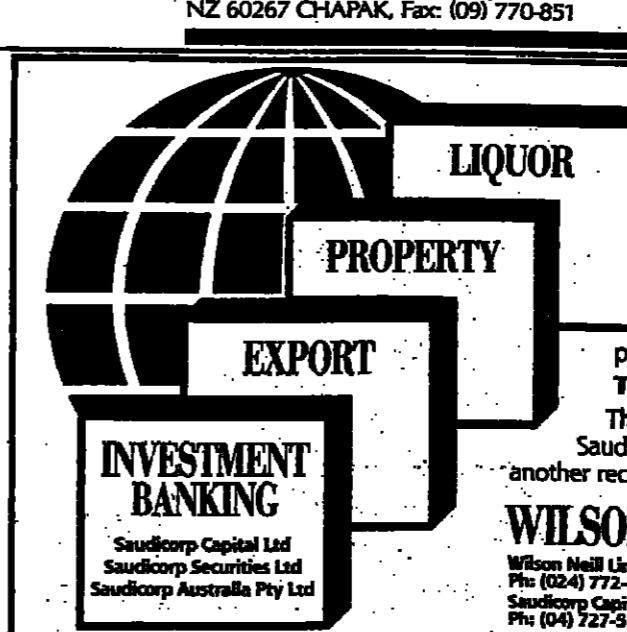
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## NEW ZEALAND 9

**Thousands of farmers may be forced off the land by bankruptcy**

## Grim battle for survival down on the farm

DICK JOHNSON'S working day starts at 5.30 am when he sends his dogs out to round up the 120 cows he milks on his 200-acre dairy farm in the north of New Zealand.

At 8.30 am when his wife Pat has seen their three children off to school she goes out to the milking shed to help her husband clean up. Dick then moves to the panel beating workshop he has set up on his farm. He spends 12 hours a day panel beating, repairing cars brought to him by neighbours and people who have heard of his second occupation.

In the late afternoon Pat moves into the milking shed to do the evening milking on her own, so Dick can concentrate on the panel beating work. Around 8 pm at night they finish their evening meal and have a brief hour of shared family life.

He does not want to own a car repair shop. His wife has no desire to milk 120 cows every day without help. They do it because they are determined to retain their farm but, without the \$NZ 20,000 Dick, who is now aged 28, earned last year from the panel beating work they would be bankrupt. This was more than they cleared from dairying operations.

Yet Dick Johnson is a good farmer. He is just one of 6,000 NZ farmers caught in a web of debt and economic stress caused by soaring interest rates and high inflation. Farm costs have kept well ahead of any increases in prices received for their milk fat.

The biggest problem for NZ farmers, however, is the amount of their indebtedness and the crippling interest bill which has to be paid each quarter.

Because of their determination to survive and willingness to work well beyond the ordinary span, the Johnsons will probably manage to keep the creditors at bay and hold on to their farm.

Even their sheer hard work, however, will be in vain unless interest rates fall, there is an improvement in world dairy prices and Dick Johnson can, in a few years afford to buy more land and increase the size of his dairy herd.

Today even 120 cows is not a viable unit for a one-man New Zealand dairy farmer, operating alone with help only from his wife, according to New Zealand Federated Farmers, which speaks for the majority of New Zealand's 35,000 full-time farmers.

Last year Prime Minister David Lange suggested that up to 8,000 farmers might be forced off their land because of the reconstruction aimed at making New Zealand farming more efficient and more viable.

Mr Lange's figure now appears overly pessimistic but there is no question that thousands of farmers are fighting for survival.

Six thousand are in arrears with their interest and capital repayments to the Rural Bank. More than 1,000 of these appear headed for bankruptcy and forced mortgage sales despite efforts to restructure their debt spreading repayment over a longer period.

Farmers must now produce to meet the demands of the market not, as they did in the previous environment with its production subsidies, boost production for the sake of production itself, irrespective of whether the dairy products or the meat could be sold at a profit.

Spurred by official Government policy and fuelled by production subsidies farmers have been encouraged to buy more heavily to buy more land or try to make more productive land suitable for farming.

The thousands who went heavily into debt but who then cope because of the Government incentive payments have now been caught by the soaring interest rates of between 20-30 per cent on loans and mortgages and the removal of subsidies.

The Labour Government has swept away all subsidies and incentives. Federated Farmers



Plenty of protests: thousands of farmers who went into debt but who could at one time cope because of Government incentive payments have now been caught by soaring interest rates

point to an OECD report, which says the NZ farmer is now the world's leader in viable farming without Government aid or subsidies.

Never has there been such a gap between different sectors of NZ farmers. The older, longer established farmers who avoided heavy borrowing and who can cope with their debt and interest payments have had reasonably good year—especially in comparison with the previous few seasons.

The weather has been good and prices for some commodities such as wool have been better than expected. These were able to hold their lamb back from market, to gain extra weight before sending them to the processing works, benefited from better prices.

On the other hand younger farmers, with a low equity and big debts on their property who desperately needed a cash flow and who have had to sell their lambs as soon as they could, did not do so well.

Inflation has stubbornly stayed high—it is still around 18 per cent while world prices for many agricultural products, especially in the dairy industry, have been held down by EC farm policies and dumping of cheap products.

NZ farmers are unanimous that EC farm policies are grossly unfair—not only to farmers in other countries who suffer from weak prices but also to its own farmers who miss out on the benefits which would come from a reduction in EC export subsidies.

Inflation has caused a vicious circle for NZ farmers. Because costs are high and incomes are down, farmers have cut back severely on fertiliser and other farm inputs.

This in turn means lower production. Some of the 15 per cent cut back in dairy production this year was because less fertiliser was sprayed on NZ pastures. Lower production means even lower grain incomes.

The value of the NZ dollar has stayed stubbornly high. Last year farmers were putting extreme pressure on the Government to reduce the exchange rate so farm gate prices would increase. This the Government has steadfastly refused to do.

Farmers are now not so obsessed with the need to bring down the value of the dollar, although they would welcome some easing of the exchange rate against the US dollar.

Today farmers are much more concerned at the continuing high interest rates, high land values, high inflation and the prices farmers must pay for items needed to run their farms efficiently.

For many NZ farmers, however, it has indeed been a hard summer in a fierce economic climate. Without some rapid improvement it will become a harsh economic winter in which many will not survive.

Dal Hayward

JUST TWO years ago a stud angora buck goat sold for NZ\$140,000 at a New Zealand auction site to a buyers anxious to join the booming new goat farming industry.

Today top-quality breeding goats can be bought for around NZ\$10,000.

This reflects both the explosion in the domesticated goat population and the change from a speculative to a production value for farm goats.

In 1984-85 there were 230,000 goats on New Zealand farms. In 1985-86 there were 640,000, and by the end of the current 1987-88 year there will be 900,000.

The rapid change in the status of goats from being a wild, money-making cash crop to a speculative to a production value for farm goats.

Even in the early days, however, farm economists warned that, as larger flocks became established, prices would fall, and goat farming would have to be viable as a fibre and meat-producing industry.

This position has now been reached with angora goats selling for about 20 per cent of the sheep prices in 1984-85. The industry is still fibre oriented because farm goats generally are still too expensive to slaughter for meat.

Shearing techniques based on New Zealand's skilled sheep shearing methods—although using hand clippers—have been devised.

In mid-March a producer goat-fibre marketing company signed a contract which could be worth NZ\$10m to supply cashmere fibre to a British importer for the next three years.

At today's prices a well-bred animal can produce up to NZ\$30

of cashmere a year. Cashmere production increased from 15 tonnes in 1984-85 to 50 tonnes this year. Production next year is estimated at 80 tonnes.

Production of mohair, the coarse fibre, has grown from 100 tonnes in 1984-85 to 250 tonnes this year, and will reach 380 tonnes next year.

The new "casgora" fibre, a cross between the other two types of goat fibre, has attracted widespread interest. Production this year will be about 50 tonnes.

With the declining prices for breeding stock in New Zealand, two New Zealand angora goat farmers have successfully exported their stud animals to Britain.

In late January New Zealand farmer Mr M.R. Webber almost doubled the number of registered pure-bred angora bucks in Britain, when he held a sale of 49 young New Zealand-bred kids.

His top price was 7,500 guineas with the average just over 2,000 guineas. In April another New Zealand breeder sold a shipment of 18-month-old does and bucks at prices ranging from 2,700 guineas to 3,100 guineas.

Deer is another animal, which like goats, were once regarded as a pest and such a serious threat to New Zealand's forest lands that the Government

employed professional hunters, paying them a weekly wage and a bonus, to shoot them.

Then, 15 years ago, with the development of a venison market, widespread hunting from helicopters. The airborne hunters also recovered the shot animals from the steep mountain peaks by helicopter.

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land venison to the consumer, stressing that it comes from a clean, unpolluted country with a high reputation for quality food.

Deer are also farmed for their velvet—the young antlers which are in demand in the east for medicinal and aphrodisiac products.

The export price for good quality velvet this year is NZ\$120 a kilo, making deer velvet exports worth more than NZ\$8.1m. The national deer herd will increase by 25 per cent this year.

A third animal, long regarded as a pest and which brought economic ruin to some hill country farms in the 1930s and 1940s, the rabbit, is another now being looked at as a potential wildlife export industry.

There are many however, the wild rabbits, which, before the systematic use of myxomatosis to wipe them out, created havoc on farmland and drastically reduced the number of stock which could be carried.

Breeding stock for the first angora rabbit farms cost NZ\$300. Now, stud animals are available for around NZ\$200. The industry, launched to produce angora fibre, is firmly established, although still in its infancy.

Efforts to establish South American llamas as a possible viable farm animal in New Zealand have been shelved, at least temporarily, because of the presence of foot-and-mouth disease in Chile.

Some pioneers were experimenting with breeding llamas, and a few years when interest was first aroused the price for a breeding animal was NZ\$15,000. The attraction of llama farming is the high price offered in the US for the fibre.

Oppossums, the Australian nocturnal large squirrel-like tree dweller, very unpopular with fruit farmers and tree lovers, because they destroy young plants and trees, is now being looked at seriously as a commercial fur and meat producer.

For many years, poisoning of oppossums was widespread down their native land. Now efforts are being made to trap them alive for commercial production.

Their fur improves in captivity and is in high demand in European fur markets. A good skin is worth between NZ\$20 and NZ\$40.

Several other exotic breeds are being looked at seriously as potential profitable ventures, such as the New Zealand farming industry and individual farmers seek to diversify into new crops and flocks.

One farmer in Taranaki, in the heart of the New Zealand dairy country, even has an ostrich farm. This perhaps highlights the fact that—unlike the ostrich—New Zealand farmers today do not have their heads in the sand, when faced with the need to extend their livestock operations away from the traditional sheep and cattle.

Dal Hayward

### Farm diversification

## Seeking profit from the exotic

darts often fired from helicopters.

These were mated with angora and cashmere goats to build up and develop higher quality flocks.

Early comers to the industry produced goats to sell as breeding stock. Their sale value was many times higher than their economic value as productive farm animals.

Production of mohair, the coarse fibre, has grown from 100 tonnes in 1984-85 to 250 tonnes this year, and will reach 380 tonnes next year.

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## NEW ZEALAND 11



New Zealand's forestry operations have seen traumatic and far-reaching changes

## Uncertainty for meat exporters

Continued from Page 10

open this season because the company could not obtain what it considered to be a satisfactory work agreement with the meat workers' union. This reflected a much more determined stand on the part of meat companies in their bargaining procedures.

The closure of meat-processing plants has not been as rapid as some in the industry predicted. This was partly because of the resistance and social upheaval such closures create. The meat works is often the major or even the sole industrial employer in the community and the effect of a town's virtual entire work force suddenly becoming unemployed is traumatic, especially in New Zealand, which for more than 40 years was largely sheltered from such upheavals.

However, more processing plants will close or reduce their production capacity. But one bright spot this year was the opening of a smaller works specifically designed to produce chilled for the growing chilled-meat market.

More than ever before, the New Zealand meat industry is conscious of the needs and requirements of its various

customers right down to retail level, and is making a determined effort to satisfy them. This is changing many of the traditional processing and farming methods.

Concerted efforts have been made to extend the growing and killing season to provide a longer continuity of supply—something not easy to achieve when dealing with a living, growing product.

Instead of allowing all ewes to give birth at the same time, and for the lambs to mature over a short period, farmers are trying to extend the breeding season by having different breeds of sheep in their flock. They allow only a number of their breeding ewes to mate each month, thus extending the lambing season over a much longer period.

This means the entrepreneurs and big buyers can negotiate contracts and offer guaranteed prices and regular payments for definite quantities of consistent sized lambs delivered on a regular basis. They also provide payment in advance. This takes some of the uncertainty out of the farmers' financial operations.

Recently, the New Zealand media contrasted the value of British lamb boosted by aid payments to well over NZ\$100 a similar New Zealand lamb with no government subsidies valued only NZ\$30—including the value of the pelt.

The most urgent and serious problem facing the New Zealand meat industry at present is

in the US, where regular attempts are made to introduce protectionist legislation to control or reduce New Zealand lamb imports.

A recommendation to impose a lamb quota was recently tacked onto a trade bill and the Meat Board has been devoting considerable energy to counter this in Washington, along with American sheep interests.

American domestic sheep flocks have fallen from 30m to 11m over the past ten years. There are many factors for this. Sheep farmers' sons do not want to follow their family's farming traditions and have no desire to spend years of their lives herding sheep; there is a shortage of the Mexican and Basque sheep herders who were a mainstay of US sheep-raising methods.

There is also a shortage of shearers in America. New Zealand shearers, with their fast style enabling a good shearer to shear more than 300 sheep a day, are now spending part of the season in the sheep-grazing states.

Those wanting to restrict imports claim New Zealand lamb sales have contributed to the decline but the New Zealand meat industry says this is not so—New Zealand is simply being used as a scapegoat.

Dai Hayward

NEW ZEALAND'S forest industries have become increasingly international either through the size of their global operations and their ownership or through links with large-scale forestry companies in Canada, US, Chile and Australia.

New Zealand Forest Products established 52 years ago and now the largest forest utilisation company in New Zealand, is a joint partner with Amcor of Australia in a new medium density fibre-board plant in Australia, due to be opened next year. It will be the largest in Australia.

Fletcher Challenge, now owned 99 per cent of Carter Holt of Canada along with a controlling interest in British Columbia forest products and is involved in a joint venture ownership of a newsprint mill and forest in Chile.

FCL is now the world's second largest producer of both pulp and paper, Carter Holt has acquired a large forestry group in Chile and also has wide Australian interest. Nelson Forests, which compared to the industry rank is a small joint venture between two local companies and a Japanese partner—last year opened a medium density fibre-board which has a guaranteed contract to ship one third of its output to Japan.

These developments and the attempted NZ\$1.5bn takeover of NZ Forest Products by Fletcher Challenge, which was fiercely resisted and finally abandoned earlier this year—kept public attention focused on the big privately-owned forestry companies.

It has been however, in the state-owned forestry operations which the most traumatic and far-reaching changes have taken place. On April 1, the former state-owned forest service which had assets of NZ\$550m and owned more than half of the 1m hectares of commercial plantations in NZ, was split into three separate state-owned corporations. This is part of the Labour government's plan to make state enterprises more efficient, more commercial viable and operated on commercial principles divorced from the restrictions of bureaucracy.

The new Forestry Corporation has taken over all the commercial activities including the logging, milling and sales of the former huge state-owned forests. Its assets including 2.5m hectares of growing trees and two large commercial sawmills.

Its planted forest of 600,000 hectares compares with the 165,000 hectares owned by NZ Forest Products and 110,000 hectares owned by Fletcher Challenge.

Despite the huge reduction in staff, including logging crews, production of felled timber has actually increased in the four months since the change-over. One reason is the incentive given to loggers and others involved in the extraction of timber to become self-employed.

Many loggers, who were formerly civil servants, jumped at the opportunity to form eight- and 10-man self-employed teams, falling them under contract. Most of the equipment they needed was bought on favourable terms from the old forest

service.

An example of the new mood and new approach to the job is logging gang No. 42. Its eight-man co-operative gang work in Kaingaroa forest, the largest man-made forest in the world. Their contract calls for them to deliver 365 tonnes of felled timber a day. Frequently they accomplish their five days target by Thursday evening and have a three-day weekend.

Because they are now paid not only on quantity as previously, but also on quality, the quality of timber falling on them has improved substantially.

Chief Executive of the new forest corporation Mr Andy Kirkland says "the whole operation and the whole approach right through the corporation is geared towards bottom-line efficiency." Mr Kirkland was himself a senior civil servant in the forest service.

It has been however, in the forest service which the most traumatic and far-reaching changes have taken place. On April 1, the former state-owned forest service which had assets of NZ\$550m and owned more than half of the 1m hectares of commercial plantations in NZ, was split into three separate state-owned corporations. This is part of the Labour government's plan to make state enterprises more efficient, more commercial viable and operated on commercial principles divorced from the restrictions of bureaucracy.

Compared with the old state Forest Department, the new corporation's total office and labour staff have been cut from more than 7,000 to 2,800, including 1,300 mainly logging crews, who are working on contract.

Whole sections, such as the large head office engineering supervisory staff, which were regarded as necessary under the Civil Service structure, have been completely swept away.

Although there was considerable media attention focused on the number of jobs which would be lost, and disruption this could cause to small communities.

ties built around logging operations, the transition was in fact accomplished reasonably smoothly.

The 3,000 wages staff were offered a substantial redundancy package or the guarantee of employment for at least one year. The new corporation thought it would need to keep 1,000 men on its payroll. It expected about 1,500 to opt for the 12 months guaranteed employment.

In the end only 600 did so. This has given the new board and management team the opportunity to take a greater in-depth look at every operation and establish the minimum numbers needed to operate successfully.

Operations have also been decentralised. Instead of the huge head office structure there are now only a handful of senior management in the Wellington headquarters. Decision making has been passed down the line, with local managers responsible for their own operations and ultimately their profitability.

There is greater emphasis on marketing. Even sections within the corporation itself have to act competitively in dealing with each other, so that, for example, if the export division is negotiating a sale of logs to Japan it will have to negotiate with the supply company manager in competition with other potential customers. Previously forest wood was sold by tender. In future it will be sold by negotiation between salesmen and customer.

The corporation has the facilities to mill only 10 per cent of the trees it produces. The rest is sold—much of it to NZ Forest Products and Fletcher Challenge's Tasman pulp and paper print mills.

The growth in demand for timber and timber products over the last few years has put a strain on the amount of NZ wood available for milling. Because of variations in weather, planting programme in the decades since 1928 when large-scale forest planting began, much of the forest killed over the past few years have been large, 50-year-old trees.

These are now rapidly coming to an end and 40-year-old trees are beginning to fall under the loggers' chainsaw. Soon trees coming out of New Zealand forests will be 30-years-old. This means the size of the log will be smaller.

However, the quantity lost will be offset by improved quality of the timber. The younger trees have benefited from intensive pruning in their formative years. But the production of younger smaller logs will mean the new Forest Corporation must soon invest in new sawmills. The existing mills are not geared to handling smaller sized logs efficiently.

For some time NZFP has operated a 30 year felling programme. It has also carefully managed its logging to ensure that every year it cuts less than the annual growth of its forest and the volume of wood growing in the forest is never less at the end of a year than at the beginning.

NZFP foresters estimate the trees are increasing in weight by approximately 7,500 tonnes per day. This is the equivalent of an annual growth of about 2.5m cubic metres.

The intense planting programmes carried out since the 1920s means that NZ's supply problems will soon be a thing of the past.

Production of NZ timber which last year was 10m cubic metres will double within the next five years. By the year 2001 it will have increased to 24m cubic metres. This means the new corporation—along with the other big forestry companies will have to find new customers for the extra production.

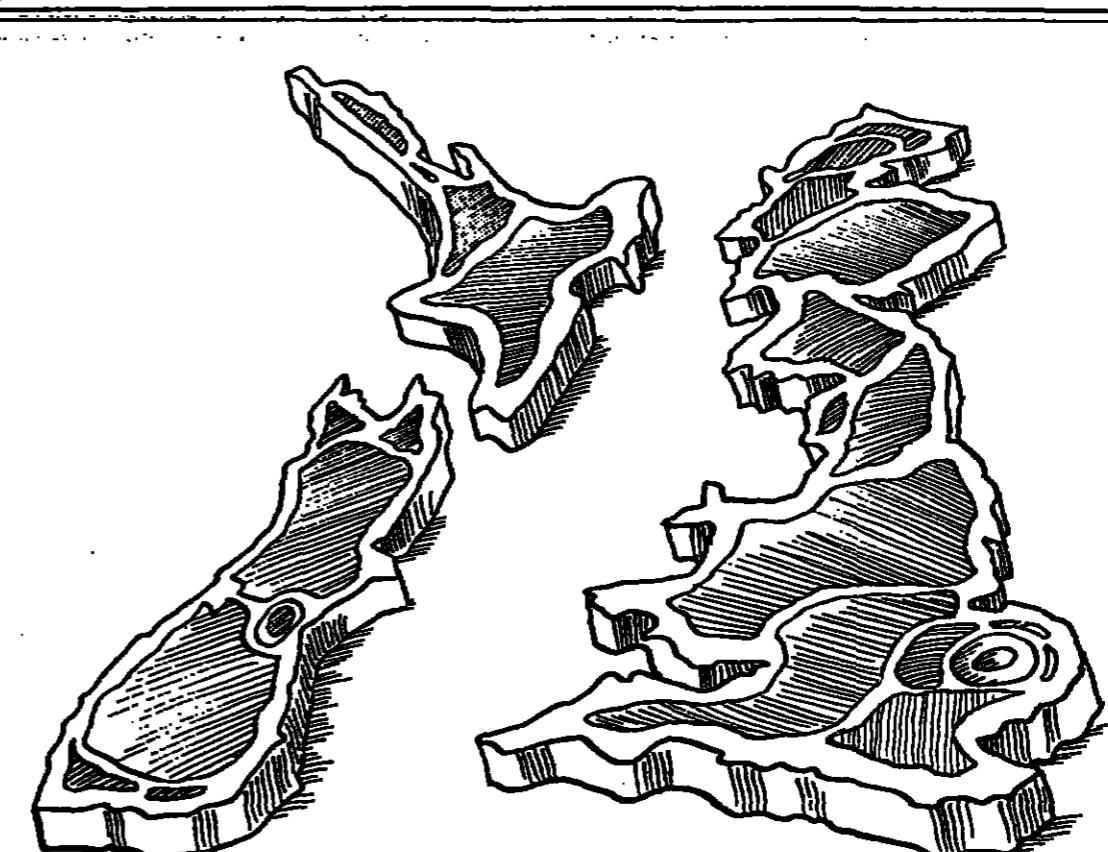
An increased world demand for more paper and packaging materials is expected to absorb some of this. At the same time other countries which started large-scale forest planting after World War II will also be looking to dispose of its mature timber. This is the environment in which the new Forestry Corporation has to compete. Those in charge are determined it will do so, effectively and profitably.

"There is a new positive attitude from every single person involved. The energy that formerly went in to fighting bureaucracy is now going into performing efficiently," says Mr Kirkland. With its new emphasis on efficiency and profitability, and the realisation that profit is an essential ingredient of a successful operation, along with a modern marketing approach, the new NZ Forest Corporation is all set to make its mark in NZ's forestry development.

Dai Hayward

## Forest products

## New corporation leads change



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British trading skills are being blended with New Zealand marketing strength to boost sales of New Zealand lamb within the UK.

New Zealand's Primary Producers Co-operative Society (PPCS) has linked with British meat processing specialists Brooks of Norwich to jointly promote New Zealand lamb to the British retailing market.

As New Zealand's largest Farmers Co-operative, with more than 11,000 farmer members, PPCS can guarantee delivery to the UK of quality carcasses while Brooks' modern plant can swiftly and economically process frozen and chilled lamb to the specific requirements of UK retailers and caterers.

Ken Rouse, New Zealand Lamb Company,  
14/17 St John's Square, London, EC1M 4HE.  
Tel: 01 250 1811.

**ppcs**  **New Zealand Lamb Company**

Stewart Barnett, Chief Executive,  
PPCS, PO Box 941, Dunedin, New Zealand.  
Tel: 010 64 24 773 980.

Barry Brooks, Managing Director,  
Brooks of Norwich, Holly Tree Farm, Little Melton,  
Norwich, NR9 3NP. Tel: 0603 810137.

## NEW ZEALAND 12

## Horticulture

## Research bears juicy fruits

A FEW years ago a small apple tree, grown from a wind blown seed sprang up on the edge of a commercial orchard near Nelson in New Zealand's major apple growing area.

The tree did not interfere with orchard operations so owner, John Williams left it to develop and bear fruit.

He was impressed by the almost perfect shape of the apples it produced and he was even more impressed by the sweet juicy taste.

He carefully harvested the fruit, planted the seeds and with the help of NZ's horticultural research facilities and the apple and pear board, developed a new variety of apple.

Described by horticultural officials as a freak of nature this is now New Zealand's most valuable export apple, poised to become a huge popular demand, especially in Europe.

Named the Braeburn it is already in big demand in Scandinavia where retailers and customers are happy to pay very high prices for it.

Because quantities are still limited it is still relatively unknown in other markets but this will quickly change.

This season NZ orchards are growing 50 per cent more Braeburns than last year, and production will rise rapidly.

It will export 9.3m cartons of apples enough young trees for all the orchardists wanting to plant the new type of apple which is unique to New Zealand.

Not only does the shape look attractive to customers, it has a sweet juicy flavour which appeals to the European taste.

Although the Braeburn originally grew by chance it is indicative of the efforts the NZ apple and pear industry makes to stay ahead of competitors in customer appeal.

It devotes much time and money to research, not only into new types of fruit, but improved keeping qualities through temperature control and new cool store techniques, transport methods and packaging.

The apple and pear board claims NZ is seven or eight years ahead of other world producers in developing new varieties of fruit.

It has to keep ahead to overcome the particular problems, including its longer distance from markets, higher cost of production than most competitors, problems of access, over-production in some countries.

which not only reduces the quality but also the price of fruit, and for the past ten years, much higher inflation than in any competitive country.

Another of the fruits—literally—of its research and crop development is the introduction this year of the red pear. When NZ Prime Minister David Lange was presented with one of the first of the deep wine coloured pears, he thought it was an artificial fruit.

Assured it was genuine he took a tentative bite then consumed the rest with obvious enjoyment.

The apple and pear board was established in 1948 to acquire and market all apples and pears grown in New Zealand—for both export and domestic consumption.

It is owned and controlled by growers themselves although, as a statutory body, it is finally responsible to the minister of agriculture.

Growers say it is the tight board control kept over quality, packing, transport, shipping, marketing, promotion and sales which makes NZ's pip-fruit industry successful in an intensely competitive world market.

The board's sales this season will be NZ\$350m with \$300m coming from exports.

It will export 9.3m cartons during the current season—up from 8.7m cartons last year.

Two thirds of exports will go to Europe, although with an eye to creating markets for future expanded production.

NZ salesmen are also active in many other countries.

Recent successes in China is one example of this policy of preparing for the future. Selling fresh fruit to China is fraught with problems—not the least of which is the lack of suitable cool storage space and foreign exchange.

Last season NZ became the only southern hemisphere country allowed to ship apples into China. It sold 35,000 cartons, mainly in southern areas close to sea ports and it hopes to send more this year during the off season when locally grown apples are not available.

Marketing emphasis is placed on the high quality of NZ fruit. Consumer checks have shown that, with Chinese parents only allowed one child, the health of that child is of prime concern to parents. Chinese mothers are prepared to pay for top quality food for their off spring and fruit is regarded as a healthy food.

The kiwifruit was a unique NZ

horticultural success story and NZ is determined to maintain its leading place in world markets. Even million by 1990 it is estimated NZ kiwifruit production will still be half of the world's total.

Plans to ship large quantities of Queensland tomatoes to NZ a few years ago brought an immediate outcry—from the public as well as growers alarmed that the tomatoes would also bring the Queensland fruit fly.

The arrival of this, or other pests such as the med fly would be a disaster for NZ fruit exports. New Zealand would lose its enviable reputation for being free of fruit fly and would certainly find it more difficult to sell its products in many markets.

Ever since the phenomenal success of the kiwi fruit which made millionaires out of some of the early participants and which is the best known NZ product in some countries, including Japan, there have been extensive efforts to find another fruit to repeat this success.

Horticulturists, however, say "there won't be another kiwifruit 'at least in our lifetime.'

It was, they say, the fruit of the twentieth century. It was the first since the banana 100 years ago to have such an impact on world fruit tastes and consumption, and before the banana the nearest equivalent was Sir Walter Raleigh's potato.

However, although the gold-rush type of boom has gone out of NZ's kiwifruit industry it has settled down to become a very important crop. Last year NZ shipped 28 million trays of kiwifruit around the world. This year it will export more than 40 million trays. They will earn between NZ\$400m and NZ\$500m.

Kiwifruit and apples which between them will earn NZ\$800m provide 80 per cent of NZ's horticultural exports.

Next year NZ will have about 60m trays of kiwifruit to sell and will meet much greater competition from other countries which have now developed their own kiwifruit orchards. Chile, Australia and South Africa will be exporting big crops of kiwifruit while California and Japan, both important markets for NZ, will be growing a large part of their own requirements.

The increased supply has meant that kiwifruit is no longer reaching out into luxury markets.

Dai Hayward

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Agriculture minister, Mr Colin Moyle has predicted NZ's horticultural exports will be worth more than \$1bn by 1990. There seems every likelihood this will be achieved, despite the problems NZ has building up substantial reserves for many of its perishable horticultural products.

The distance these have to travel will also be a disadvantage. Despite this, there are now 45 different horticultural products earning more than NZ\$1m—a worthwhile contribution of NZ billion's export income.

Michael, who graduated with honours from Roseworthy College, Australia, and who is regarded as an international skilled wine-maker, has been invited to spend a season in Portugal to help improve the quality of some of the Portuguese vintage.

This reflects the development and high quality of New Zealand wine industry, which have come a long way since the 1960s when they were the butt of British TV satirical programmes.

The New Zealand wine industry is now poised for a major advance into the British market. Brought by the invitation for New Zealand to be represented at the 1986 London Wine Fair, New Zealand wine makers will send close to 15 litres of wine to Britain next year. This is a 50 per cent jump over the 300,000 litres, valued at NZ\$1.5m, sold to British wine drinkers in the current year, ending June 30.

To introduce the big yellow pears NZ exporters are organising demonstrations and tastings in the large supermarkets and fruit stores in Europe and the US.

They believe this is the fastest and best value-for-money way of getting the fruit known to the consumer. During the past 5 to 10 years there has been a much greater awareness of the potential of horticulture as an export industry in New Zealand. The kiwi fruit success focused the spotlight on horticulture but since then practically every fruit, berry and vegetable has been considered as a possible export product.

Most—apart from the handful of major crops—are sent to overseas markets in relatively small shipments.

Dai Hayward



Champagne being bottled at the Montana Wines plant at Gisborne, Australia

## Wine

## Winning ways attest to quality

had been using stainless steel tanks for years. This also meant stainless steel tanks are now used in New Zealand.

Stainless steel tanks are said to be ideal for the fermentation process because the contents cannot absorb anything from the metal to affect the flavour, colour or taste of the wine.

Sam Marino, which still picks its grapes by hand because it believes that "something of the quality is lost by mechanical picking", installed its first stainless steel fermentation tank in 1954.

The southern latitudes of New Zealand correspond to the European region, which stretches from the Rhine to Spain, but New Zealand vineyards are always close to the sea and benefit from the cooling breeze.

French wine varieties introduced into New Zealand, particularly the Sauvignon Blanc and Chardonnay, not only flourish but the fruit produces a flavour seldom achieved in longer-established countries.

The quality of New Zealand wines has steadily improved over the past 15 years and international wine experts compare them favourably—and in many cases—better than French or Australian wines. New Zealand producers began applying German wine-making techniques. When the use of stainless steel fermentation tanks was introduced they immediately had an advantage with the increased experience and technical expertise available in the New Zealand dairy industry which

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More important, however, was the opportunity it gave growers to pull out their poorer quality grapes. The total vineyard area was reduced from over 6,000 hectares to 4,500 hectares but the grapes that are left are now the best quality and best producing varieties. As wineries now expand they are planting better quality varieties.

For many years wine-growing was concentrated in the areas where the missionaries first settled—north of Auckland and around Hawke's Bay and east coast areas in the North Island. Because grapes had always been grown there, it was generally accepted that these were the best growing areas.

In 1973, Montana, New Zealand's largest wine producer needed to expand its vineyards. After extensive soil and other tests throughout New Zealand it planted large vineyards in Marlborough in the northern tip of the South Island. This has now become Montana's largest vineyard and this year will produce 14,000 tonnes of grapes in six enormous half million litre stainless steel tanks.

Wines from Marlborough have quickly established a high international reputation, especially in Australia and Montana, which has four large wineries throughout New Zealand and produces about 40 per cent of New Zealand's production, has been followed to Marlborough by other growers.

These include Corbans, another large scale producer, and a French owner who came to New Zealand to produce a New Zealand champagne-type wine. Daniel le Brun has established two very large underground storage caves under the local hills. These are New Zealand's only true "champagne" cellars, reproducing the conditions of the great underground caverns of the Champagne region of France.

The Le Brun family have been making champagne since 1848. Daniel le Brun selected New Zealand and then Marlborough to expand outside of France after dismissing California and Australia.

Production so far is modest, but Australian buyers have been encouraging for a few thousand cases of the Le Brun product. Daniel le Brun is a man of vision, who has no doubt that vines will be planted extensively over these islands and very soon New Zealand wine may be exported to English wine-drinking countries.

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